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FCG Swedish Development AB

Evaluation of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms

Final Report

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Final Report
February 2020

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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.

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Abbreviations and Acronyms

CiDA	Civil Development Agency
CSR.D.G	Centre for Strategic Research and Development Georgia
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
GCNG	Global Compact Network Georgia
GRI	Global Reporting Initiative
GIZ	(Deutsche) Gesellschaft für Internationale Zusammenarbeit
Sida	Swedish International Development Cooperation Agency
SDGs	Sustainable Development Goals
ToR	Terms of Reference
USAID	U.S. Agency for International Development
UN	United Nations

Preface

This evaluation was contracted by the Embassy of Sweden in Tbilisi through the Sida Framework Agreement for Evaluation Services, and conducted by FCG Sweden.

The Evaluation Team consisted of Sarah Gray, Christina Petzäll and Tamuna Koberidze. The Final Report was quality assured by Susan Tamondong, whose work was independent of the team.

The evaluation team wishes to express sincere thanks to everyone who assisted their work by agreeing to be interviewed for this assignment. Also, gratitude is extended to all the staff at CiDA for their support and cooperation throughout this undertaking.

Executive Summary

The project “Leadership for Sustainable Development in Georgia” is funded by Sida/The Embassy of Sweden in Tbilisi and implemented by Civil Development Agency (CiDA). As well as providing institutional strengthening resources to CiDA, it aims to enhance multi-stakeholder cooperation and business engagement in the implementation of the United Nations’ Agenda 2030 through business involvement in sustainable development processes. The purpose of this evaluation was to evaluate and improve performance of CiDA’s effectiveness through its platforms which is expected to support effective implementation of the objectives of the project “Leadership for Sustainable Development in Georgia”.

The objective of the evaluation was to assess the **relevance and effectiveness** of CiDA, its corporate responsibility platforms, and their work with the private sector in the promotion of corporate responsibility and Agenda 2030 among businesses in Georgia, and to formulate recommendations on how to improve performance, in order to effectively implement the objectives of the project “Leadership for Sustainable Development in Georgia”.

CiDA began its work as a regional Civil Society Organization (CSO) established in 2002 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. It has a network of 69 regional CSOs in 10 regions of Georgia. This work established CiDA as a high profile, leading CSO in Georgia.

Today, CiDA has shifted its focus towards Corporate Social Responsibility (CSR) and has become a coordination organization for two corporate sustainability platforms – the CSR Club and the United Nations’ Global Compact Network in Georgia. Both of those platforms unite business and non-business participants with the aim of promoting a sustainable development agenda. Currently, most members of these two platforms are based in Tbilisi.

Due to some negative issues confronted over the past two years, it has now been agreed that CiDA will be moving forward with a new organisational structure, mission, vision and values. This reorganisation is a challenge due to the need to develop a clear strategy, update the organisational structure and job descriptions, etc. But it has young and highly motivated new recruits who are willing to work extremely hard to make the future work. Senior staff members were engaged by the evaluation team in two workshops (see workshop outputs in Annex 2) which considered the strengths and weaknesses of the current set up, and its future vision and mission, along with a forward strategy that would ensure that its mission could be achieved, linked to SMART goals for monitoring key performance indicators.

In addition to these two workshops, the team interviewed a sample of platform members and other key stakeholders (see Annex 4). These interviews sought to

answer the evaluation questions around relevance and effectiveness (see chapter 9 section 9.2). An institutional assessment was also undertaken which produced a significant number of recommendations (See Annex 3).

According to most platform members interviewed, CiDA's work is highly relevant and it has done a lot to promote the United Nations Sustainable Development Goals. A relatively small current membership of the Global Compact Network Georgia hinders CiDA from targeting sub-groups with a common interest which would be more relevant and effective, whilst some members of the CSR platform, as interviewed for this assignment stated that they were not actively involved.

They coordinate three working groups, on: Business for Equality, labour rights, and the environment, which are considered to be a relevant format, but the working group members need to be motivated to undertake their own facilitation without depending so heavily on CiDA for administration and logistics.

Without more members CiDA's primary impact is likely to be through direct consultancy work with individual companies. Unless they get paid for such work, which to date they do not, this will be less cost effective and inevitably involve fewer companies. In addition, CiDA does not have the specialist expertise to work on a full range of topics in sufficient depth to charge fees to individual organisations and would therefore need to employ its own consultants. CiDa does have staff members who have been working on corporate responsibility issues for a long time and have academic knowledge and professional experience in the field. But it is a small organisation with limited human resources. They may have to train consultants and closely follow-up to ensure good performance, as there are few experts in the relevant fields of work.

They also need to build up their membership database so that they have detailed background information on each participant on their platforms. The database should aim to provide a detailed overview of each organisation so that they can readily target activities towards the relevant businesses. The Institutional Assessment outlined in Annex 3 provides quite a number of recommendations on internal procedure that CiDA should put in place over the coming years. It's not likely that a small organisation will be able to address all these recommendations over a short space of time, but the list must be considered carefully and the most urgent requirements, such as clear job descriptions, should be prioritised.

CiDA must be steered to develop SMART goals for their strategy so that they can really target their efforts. It is highly recommended that Sida/The Embassy of Sweden provide the resources for an external facilitator to lead a future organisation strengthening workshop. A neutral, external, individual is required. The facilitator will need to be skilled at identifying issues and to have the experience to see the practical limitations and challenges regarding CiDA's future ambitions.

To grow into a truly independent organisation, CiDA's strategy must incorporate an ability to earn a percentage of its annual income from the sale of its services. The future need for larger Georgian businesses to undertake non-financial reporting in regard to their contributions to sustainable development, will be a great opportunity which CiDA plans to exploit.

1 Introduction

This report details the findings, conclusions and recommendations of the team that undertook an evaluation of Sida's support to the Civil Development Agency (CiDA) and in particular its work on Corporate Social Responsibility (CSR).

The team consisted of Sarah Gray, Christina Petzäll and Tamuna Koberidze. This Final Report was quality assured by Susan Tamondong whose work is independent of the team. The assignment took place between November 2019 and January 2020, beginning with an inception phase. Together with The Swedish Embassy in Tbilisi and CiDA the team established a mutual understanding for the purpose, scope, conceptual framework and limitations of the assignment.

It was agreed that the assignment would follow the requirements as set out in the Terms of Reference (see Annex 1) with the exception that the workshop envisaged for partner organisations was reconfigured such that face to face interviews and telephonic discussions were conducted with CiDA's partners. Two workshops were conducted with the senior staff working for CiDA (see Annex 2). In addition, an institutional assessment of CiDA was undertaken (see Annex 3)

2 Rationale and purpose

2.1 BACKGROUND

CiDA began its work as a regional Civil Society Organization (CSO) established in 2002 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. Its purpose was to strengthen regional CSOs through developing partnerships between them and with active citizens along with local and central government. Its objective being to solve local issues and to monitor the work of government. It continues to work through multi-stakeholder cooperation and retains a coordination role for 69 CSOs in 10 regions in Georgia.

This work established CiDA as a high profile, leading CSO in Georgia. It led many campaigns such as: protecting girls from early marriage and other gender-based issues, clean air and safe traffic, the campaign against secret surveillance, and it actively promoted Georgia's European integration.

Today much of the project funding related to this role has ceased and most of the project staff have left the organization. However, CiDA fully intends to continue its coordination function and plans to ultimately integrate this regional work into its more recent re-focusing towards Corporate Social Responsibility (CSR).

CiDA's shift towards CSR has led to it become a coordination organization for two corporate sustainability platforms – the CSR Club and the United Nations Global Compact Network in Georgia. Both of those platforms unite business and non-business participants with the aim of promoting a sustainable development agenda. Currently most members of these two platforms are based in Tbilisi.

The inspiration for this work comes from The United Nations' Global Compact:

As a special initiative of the United Nations Secretary-General, the United Nations Global Compact is a call to companies everywhere to align their operations and strategies with ten universal principles in the areas of human rights, labour, environment and anti-corruption. Launched in 2000, the mandate of the UN Global Compact is to guide and support the global business community in advancing the UN goals and values through responsible corporate practices. With more than 9,500 companies and 3,000 non-business signatories based in over 160 countries, and 70 national networks, it is the largest corporate sustainability initiative in the world.

Global Compact Network Georgia(GCNG): CiDA is the secretariat for the UN corporate sustainability initiative in Georgia. It aims to promote international corporate sustainability standards as well as the sustainable development agenda. In 2019 there were 33 members in Georgia, the majority being businesses.

Corporate Social Responsibility (CSR) Club: CiDA is the secretariat of the CSR Club which is an unregistered entity aiming to support socio-economic development in Georgia through promoting responsible business conduct, sharing experience in the CSR field, providing advocacy on corporate responsibility, and encouraging innovative social projects. The CSR Club was established in 2015 and currently has over 100 members listed on its website.

The CSR Club constitutes a stepping stone and is a complementary local initiative to the Global Compact Network Georgia. Members of the CSR Club are not bound by responsibilities, or quality standards, and might not even have knowledge in this field, but they express their willingness to learn more and explore possibilities for further action. GCNG on the other hand, is a principles-based platform, and its members have to integrate common standards into their policies and operations, and annually report on their activities.

Both platforms concentrate on thematic priority directions, such as business and human rights, transparency and reporting on corporate responsibility, women's empowerment, labour rights, employment of people with disabilities, encouraging business action for Sustainable Development Goals as well as business-CSO dialogue/cooperation around these issues. CiDA works on environmental issues, through Action Platform which provides green solutions for responsible businesses as well as individual coaching. CiDA is bringing together different actors – Civil Society Organisations, media, government and businesses in order to promote Agenda 2030 and through this the United Nation's Sustainable Development Goals (SDGs).

The project “Leadership for Sustainable Development in Georgia” is funded by Sida/The Embassy of Sweden and implemented by CiDA. As well as providing institutional strengthening resources to CiDA, it aims to enhance multi-stakeholder cooperation and business engagement in the implementation of Agenda 2030 through business involvement in sustainable development processes. To ensure that the goals of the project are well met, CiDA needs to develop its own capacity as well as that of its platform members, in implementation of Agenda 2030.

Working with the private sector is the main focus but engaging with them is a challenge, as business leaders often do not see themselves as involved in sustainable development. However, businesses have considerable potential impact on the livelihoods of citizens and have the ability to address poverty, the rights of vulnerable groups, gender inequality, labour rights and negative impacts on the environment, etc.

CiDA is meanwhile searching for ways to develop its own sustainable income streams. As part of this, in December 2019, it undertook a Training of Trainers for lecturers in a newly launched Corporate Responsibility School.

A material consideration to note is that CiDA is currently undergoing an organisational rebuilding and rebranding, please refer to Section 7.2.

2.2 EVALUATION OBJECT AND SCOPE

This evaluation was commissioned by the Embassy of Sweden in Tbilisi. The intended users are the Civil Development Agency (CiDA) and The Embassy of Sweden in Tbilisi.

The objective of this evaluation, as per the ToR was to:

*Evaluate the **relevance and effectiveness** of CiDA, its corporate responsibility platforms, and their work with the private sector in the promotion of corporate responsibility and Agenda 2030 among businesses in Georgia, and to formulate recommendations on how to improve performance, in order to effectively implement the objective of the project “Leadership for Sustainable Development in Georgia”. The evaluation has assessed how CiDA can strengthen its work to better implement this project, rather than assessing CiDA’s implementation of the project itself.*

Relevance: the project includes a range of interventions. The review of specific activities on the ground, and interviews with a range of stakeholders has provided an assessment of the relevance of CiDA’s work to the achievement of its aims, including in relation to the needs and priorities of the target beneficiaries. The stakeholder interviews and workshops have provided some guidance and information necessary for the fine-tuning of CiDA’s strategy.

Effectiveness: Resource limitations require that only those activities that are most effective in achieving the desired outcomes should be continued. The evaluation has placed particular emphasis on the identification of those interventions that have been most effective in contributing towards the overall goals, i.e. those that can be expected to contribute to lasting change.

3 Methodology

3.1 OVERALL APPROACH

The evaluation team adopted an entirely observation-based approach. In contrast, a theory-based approach is rooted in the "Theory of Change" (ToC) underlying the programme strategy and design, but in this case, the evaluation is not considering a logical framework as the timeframe for the evaluation is prior to the development of the logical framework.

The Evaluation Team made use of widely recognised and tested (OECD/DAC) quality standards and criteria. As such, the evaluation was planned and implemented in a transparent and participatory manner respecting stakeholders' views while ensuring the independence of the evaluation consultants. The evaluation applied the DAC criteria for evaluating development assistance under the heading of Relevance and Effectiveness in line with the ToR. This is a baseline evaluation and the implementation of the project, which started one year ago, is not the focus of the assignment.

The evaluation included various areas of investigation; these are described briefly below:

1. Evaluation of the work of CiDA requires both primary and secondary data that can describe the expected changes to be brought about. Primary data collection was entirely qualitative, drawn from key informant interviews and workshop activities, the list of informants is provided in Annex 5. Secondary data was very limited and is drawn from relevant strategy documents and programme documents as listed in Annex 4.
2. Cross-cutting issues of human rights, gender and environmental impact/climate change were assessed through specific questions with interviewees including with Government civil servants.
3. Two, one-day workshops were conducted. The first in December 2019, and the second in January 2020. In a change to the ToR both these workshops were exclusively targeted towards senior staff at CiDA. See Annex 2 for a summary of the outcomes of these workshops.
4. Due to logistical and timing issues it was agreed that selected platform representatives would be interviewed by members of the evaluation team rather than brought together for a day long workshop. The aim of the interviews was to gather opinions and feedback about project support and capacity-building to date, i.e. strengths and weaknesses of CiDA as well as ideas and recommendations about the direction of the organisation, its future needs for institutional strengthening and prospects for sustainability.

3.2 INCEPTION PHASE

The inception phase allowed for a preliminary assessment of the work to be undertaken in the light of knowledge gained from initial documents provided by Sida and CiDA. That assessment informed the refinement of the methodology, the initial selection of focal areas for evaluation, the development of a work-plan and the development of preliminary interview questions. The primary objective of this phase was to ensure that Sida, CiDA and the evaluation team were of one mind with regard to the scope and purpose of the evaluation exercise, the results to be delivered and the activities to be undertaken to obtain those results. The process is necessarily iterative, requiring the submission of a draft inception report, stakeholder feedback and the submission of a final inception report that can be used as the basis for subsequent activities.

3.3 DATA COLLECTION PHASE

The evaluation team continued to undertake a detailed review of all available documentation. By the end of the December mission the evaluation team was well versed in CiDA's structure, activities, interventions and impacts as far as these are reflected in available documents and from interviews and observations made.

The purpose of the January mission was to continue collecting information through interviews and a further workshop and then to move towards the analytical and evaluative process. The primary means of data collection was from interviews (face to face or telephonic) with representatives of key stakeholders, and any other key informants recommended to the Evaluation Team.

The interviews were semi-structured with open-ended questions and room for follow-up in accordance with answers provided. A preliminary interview guide was developed in order to facilitate overview, comparison and quality assurance:

With regard to key informants, the open-ended discussions revolved around the following questions:

1. What engagement have you had with CiDA in the past? How recently and how frequently?
2. What in your opinion is the major work undertaken by CiDA?
3. Are you involved with similar activities conducted by other organisations?
4. How relevant are the corporate platforms facilitated by CiDA to the private sector? Do they effectively encourage the private sector to support Agenda 2030?
5. In your experience, are CiDA's existing capacities relevant for playing the role of bringing multiple stakeholders, particularly public, private and civil society actors together to influence Agenda 2030 in Georgia?
6. Has CiDA's work within its platforms contributed to change in behaviour and relationships in the private sector? If so, do you have examples of this?
7. Has awareness of a Human Rights based approach or Gender Equality issues been highlighted in CiDA's work? If so, has this contributed to behaviour change in the private sector? Can you give any concrete examples of this?

8. Has awareness of Environmental issues/Climate Change been highlighted in CiDA's work? If so, has this contributed to behaviour change in the private sector? Can you give any concrete examples of this?
9. Has CiDA's work managed to engage the private sector in understanding their role in support of the Agenda 2030? If so, do you have examples of this?
10. Has CiDA's work promoted transparency and non-financial reporting among Georgian business? If so, do you have examples of this?

3.4 ANALYSIS AND REPORTING PHASE

In an evaluation designed to refine future strategy, it is important to determine the relative contributions of different activities towards the relevance and effectiveness of the organisation. This requires careful and objective assessment of the qualitative responses collected by the evaluation team. A major aspect of this was in the final stages of the second mission when several team meetings were held, along with meetings with the senior staff of CiDA. The information gathered was synthesised and assessed and the recommendations in this report were duly proposed and developed.

This reporting phase consists of synthesising all findings and observations and preparing the draft and final report. Preliminary conclusions and recommendations were discussed at a debriefing with The Embassy of Sweden's representative and CiDA.

3.5 ETHICS AND PARTICIPATION

The evaluation adopted the widely recognised and tested OECD/DAC quality standards for development evaluations and was planned and implemented in a transparent and participatory manner respecting stakeholders' views while ensuring the independence of the evaluation consultants.

Recognised research methods in social science were applied throughout the contextual analysis and evaluation, such as standard data collection tools and data analysis strategies. Standard ethical research criteria were applied, (honesty, objectivity, informed consent, respect for anonymity/confidentiality, non-discrimination), combined with the do-no-harm guidelines.

The team offered a participatory approach, with the intention of involving CiDA staff extensively in all stages of the evaluation. A step-by-step participation serves multiple purposes: to have a shared understanding of the evaluation approaches and methods, to verify the accuracy of collected information, to understand criteria and conclusions and usefulness of concrete recommendations.

3.6 LIMITATIONS

3.6.1 Methodological limitations

This is a baseline evaluation and does not therefore have baseline data to use as a reference point. A great deal of reliance, in building a baseline perspective, has been

placed upon the learnings gained from the interviews conducted and the workshop outcomes.

3.6.2 Contextual limitations

CiDA is rebuilding itself following a couple of events that have rocked the organisation over the past two years and led to significant staff changes. As a result of this CiDA is currently undertaking a re-organisation which will also renew its image and reputation with the public at large. In addition, CiDA is searching for a means to develop its own sustainable income sources and as such it undertook a Training of Training for lecturers in a new Corporate Responsibility School in December 2019. Funding for this school is partially provided by a strategic grant through the Ministry of Foreign Affairs of Sweden, under a separate agreement to the Leadership project. CiDA also stated that they are developing consulting services packages for business.

As well as meeting with CiDA's key stakeholders in individual face to face meetings, the evaluation conducted two workshops. The logistics of bringing together 20-25 business participants and other stakeholders for a workshop was assessed to be impractical due to their other competing commitments. It was therefore agreed that the first workshop in December would involve programme staff from CiDA, to discuss the strengths and weakness of their current organisation. This was an introductory session which sought to illicit from staff what they consider to be the primary achievements of CiDA and where they see the best opportunities for further growth, as well as setting out the challenges that they face.

The second workshop in January 2020 was a natural continuation from the first workshop and with the same participation, being senior CiDA staff members. This workshop focused on establishing the future strategy of CiDA (to become known as Global Compact Georgia).

4 Overview of CiDA's Work

CiDA brings together different actors – CSOs, media, government and businesses through the means of two platforms in order to promote Sustainable Development Goals (SDGs). Working with the private sector is their main focus but engaging with them is a challenge.

Of the 17 SDGs under Agenda 2030, CiDA is primarily targeting Goals 8 and 12. A brief description of these goals is as follows:

Goal 8: To promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Of particular relevance to CiDA: by 2030, to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Goal 12: To ensure sustainable consumption and production patterns. Of particular relevance to CiDA: by 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Other SDGs are considered to be cross-cutting in CiDA's work, especially No. 1 which seeks to end poverty, No. 5 which targets gender equality and No. 17 which aims to strengthen global partnerships.

The organization adopts a human rights-based approach. This is about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights. There are some underlying principles which are of fundamental importance in applying a human rights-based approach in practice. These are: participation; accountability; non-discrimination and equality; empowerment; and legality.

This work has reinforced political commitment due to the EU-Georgia Association Agreement which entered into force in July 2016 and which strives for political association and economic integration. The treaty mandates the Georgian government to implement legal reforms aimed at aligning the country to EU standards, including those related to human rights and other SDGs.

CiDA is now working closely with the Human Rights Secretariat and the Advisor to the Prime Minister on Human Rights. In 2016 a Ministerial Council was established as an over-arching body with the goal of supporting the implementation of Human Rights throughout the Governmental system. The strategy is due to be reviewed in 2020 but they currently have four priority areas: gender equality, children's rights, the rights of persons with disabilities and equality/anti-discrimination (minority rights).

With regard to business and human rights, although it is not the Government's top priority, it is a priority. The Government recognizes that it needs help with implementation and is working with two partners, these being the International

Labour Organisation and CiDA. This provides a great opportunity for CiDA to market the services of its CSR School's training programme, as many civil servants will be involved and they require awareness raising on this subject.

5 Findings

The findings below have been derived primarily from a wide range of stakeholder interviews and discussion with staff at CiDA, as conducted by the evaluation team. In addition, the outcomes of the two staff workshops and the institutional assessment were used to triangulate findings. Project documentation (See annex 5) was also reviewed.

The evaluation was asked to consider the relevance and effectiveness of CiDA with specific reference to a number of questions. These questions have been set out below along with the evaluation team's answers.

The evaluation was asked to consider the relevance and effectiveness of CiDA with specific reference to a number of questions. These questions have been set out below along with the evaluation team's answers.

5.1 RELEVANCE

- i. Are the corporate responsibility platforms facilitated by CiDA, a relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct among them, as well as to encourage business contribution to influence 2030 Agenda?*

Firstly, it is important to clarify that within the context of CiDA's work in CSR the platforms and CiDA are effectively one and the same entity. Following from this, the evaluation has found CiDA to be very relevant in engaging the private sector (and other stakeholders). CiDA provides a means of promoting responsible and sustainable business conduct.

It was found that the activities of CiDA need to be more specifically tailored to the interests of member sub-groups, i.e. informal business clusters which self-identify as facing a common challenge, such as a need to improve labour relations or environmental protections. Businesses and other stakeholders interviewed appreciated many of the activities organised by CiDA and some had even mandated staff members to take responsibility for CSR within their organisation. A small number of companies had focused on particular issues such as gender equality or employing a staff member with a disability. Other members of the platforms had attended some meetings but remained passive in terms of actual implementation of CSR activities. One reason given for not getting more involved was that CiDA did not have specialist expertise in their particular area of interest.

Of the total membership it was observed that quite a number of members were passive participants and some others had engaged to a very limited extent. Due to the limited number of members it was a challenge to organise focused activities for smaller clusters as these would have very limited participation. Therefore, there is a great need for CiDA to attract more businesses onto its platforms. CiDA must ensure

that it has access to the relevant expertise to support sub-committees or specialised working groups.

It would also be useful to members if a forward programme of monthly activities could be published to allow members to schedule their participation in advance which could encourage higher attendance rates.

While the goals of Agenda 2030 are not well articulated by platform members, the spirit of Agenda 2030 has clearly inspired many to become active in CSR and they certainly support the SDG goals in principle.

Company owners and Chief Executive Officers often delegate attendance at CiDA meetings to more junior staff members. But it is essential that CiDA develops strategies for interacting directly with the leadership, as they have ultimate control over the allocation of company resources. It might be possible to attract them to attend more exclusive round-table meetings at which they meet and exchange information on latest trends with other leaders. As new legislation in relation to European integration is introduced, it will become essential for company leaders to keep up to date with standards and decent work requirements. In addition, for companies looking for international investment from multilateral investors such as IFC or ADB, loan agreements will require minimum standards to be in place.

ii. Have CiDA's previous activities been relevant in setting the tone for its partners from the private sector and in engaging them to take action to address SDGs?

The activities of CiDA include briefing sessions which may last a couple of hours to full-day Master Classes with invited speakers and may include group activities for attendees.

Master Classes should have a broad target group and be more general and inspiring, as this is one of the big advantages of being a platform member; to attend such classes. Therefore, these classes should not target a narrow group, although presenters need to carefully select case studies that are relevant to the Georgian context. The structure of the classes must be thoroughly worked through so that the needs of participants are really met. More emphasis on group work is required in order to reinforce the learning during the day, and this should be introduced throughout the masterclass rather than being relegated towards the end of the day.

CiDA has also invited members to informal networking sessions where attendees get to meet each other and discuss issues of common concern.

CiDA provides the secretariat for three working groups, being: Business for Equality, Labour Rights and Environment. Each working group meet once every three months. To date the members rely very heavily on CiDA's logistics and minute taking, etc. But these groups need to find their own separate voice with members taking responsibility, such that they only look to CiDA for advice and occasional backstopping.

There is a General Assembly meeting twice per annum, along with an annual awards ceremony. The awards ceremony represents a means of showcasing exemplars of CSR in Georgia and of motivating companies to extend their CSR further in order to get the opportunity to win an award.

In the past CiDA has also arranged some ad hoc meetings and also site visits to individual companies.

Overall, these activities have certainly been relevant in setting the tone and providing initial motivation to members to get more deeply involved in CSR related issues. But there is a reluctance on the part of many businesses to go beyond 'Public Relations' so their activities may remain more superficial rather than becoming incorporated into the organisation's 'DNA'. For example, a company might select an individual or a charity and provide some form of social assistance or charitable donation, rather than developing a long-term action plan aimed at changing their business's behaviour, which is what CiDA is working to achieve.

iii. Are CiDA'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 actors together to influence Agenda 2030 in Georgia?

The capacity of CiDA to advocate is a crucial issue. The credibility of the organisation is damaged by negative publicity over recent years and many staff members have left which has ruptured external and internal relationships as well as causing a loss of institutional memory at the regional level. This has reduced its managerial and administrative capacity according to some respondents interviewed. However, some recent recruitments may go a long way to redress these shortfalls, particularly when the organisation has fully adopted a coherent future strategy tied in with the development of strong and clear administrative procedures. (See the outcomes of the institutional assessment in Annex 3 and the two workshops in Annex 2.).

Advocacy is challenging as businesses lack incentives from Government. For example, there are no tax allowances for money spent on CSR activities and public procurement rules do not provide points to be awarded for any CSR activities. Enterprise Georgia has small grants that could require certain standards to be met as an added value when considering grant awards. The business ombudsman might develop a CSR rating system for selected business sectors which would be published and thereby promote those companies with stronger CSR activities. The media could play a huge role in highlighting good practice and pinpoint bad practice. CIDA should investigate avenues for promoting CSR to a much broader clientele and orientate their advocacy work to where they see potential gains. This is linked to the development of a clear organisational strategy.

Advocacy needs to target policy change, and firstly they need to be clear what policies they want to change. Raising awareness of members is part of this, but in itself this is not advocacy as it is not leading to change at a policy level. At present they have no policy engagement regarding issues that might affect business behaviour, although they are members of the SDG Council and are discussing future work opportunities with the Human Rights Secretariat. A business and Human Rights working group would be a good starting point.

When credibility is damaged it is harder to get high profile people involved, although there has been some success through their awards ceremony and a study trip

to Sweden, in which senior officials participated. Also, the media is a complex issue to deal with in Georgia. CiDA should consider bringing into their team a media expert (or a consultant) so as to project CSR messages more widely using tangible, case-based examples. They will have to look to alternatives to the printed media, such as through sponsorship of a TV programme. But this is difficult and costly, so specialist advice should be sought.

They might get involved in providing introductory lectures at high schools for those doing business studies and in particular those students considering a relevant degree course, or a future career in the private sector. Knowledgeable volunteers might be interested in presenting occasional sessions on CSR to interested students.

Note: The relevance of all the above activities is magnified by the growth of relations between the European Union and Georgia. This creates a necessity for Georgia to strengthen its legislation in regard to a great range of issues including environmental protections, labour rights and gender equality, etc.

5.2 EFFECTIVENESS

i. Has CiDA's work within its platforms (CSR Club and Global Compact Network Georgia) contributed to change in behaviour and relationships in the private sector?

Behaviour has changed within those individual organisations which have highly motivated leaders, but relationships between members do not appear to be so strong and there are currently few linkages beyond the platforms. CiDA needs to find an effective means of extending those activities that support relationships within the private sector. The first priority in this regard will be to expand the number of platform members, thus ensuring a critical mass of participants which should lead to its ability to host activities that are more varied.

One example of a campaign assisted by CiDA, was the training of lorry drivers using a port facility on the Black Sea. The training aimed to improve health and safety and appeared to be a big success. But this has lacked sustainability as apparently it has not been disseminated beyond that one facility despite the training curriculum and procedures all being fully developed and tested. What is required now is for other private sector entities employing lorry drivers to take up this campaign within their own operations.

ii. Has CiDA's work brought together different stakeholders for the support of SDGs?

Better coordination is needed with other CSR-orientated organisations in order to complement each organisation's efforts and to maximise their impact. There is already some coordination with the Centre for Strategic Research and Development Georgia (CSR-D-G) for example, whereas the Europe Foundation did not appear to have any significant ties with CiDA.

iii. *Has CiDA's work managed to engage the private sector in understanding corporate responsibility 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 CSR Club or Global Compact Network Georgia?*

Yes, some platform members interviewed had changed their systems and working arrangements. Although the interview sample was small and tended to favour more active members, it was evident that where motivated staff were present within an organization and if the leadership was supportive, then real changes had been achieved.

CiDA could perhaps do more to motivate companies by emphasising the benefits of membership of an international business platform and/or participation in international ratings when it comes to applying for international investments.

iv. *Has CiDA's work managed to engage the private sector in understanding their role in support of Agenda 2030?*

Platform members did not have much knowledge of Agenda 2030, rather they talked about CSR in a more general context.

CiDA's forward workplan is very ambitious and some activities had not been undertaken as per schedule. Some activities have been re-scheduled for a later date, which is partly understandable due to the distractions caused by dealing with negative publicity over the previous two years. The resultant increased workload in future months will put a lot of pressure on staffing within a small organisation such as CiDA.

v. *Have the platforms and their 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?*

There is little if any evidence that this has happened, although it is stated in their action plan. It is currently a club for people who are already aware and has limited ability to influence people outside the group. Therefore, the platforms must be enlarged and to achieve this strengthen communication channels need to be established. Advocacy skills are limited at present. They have yet to identify the core policy issues that need to be addressed.

vi. *Has CiDA's work managed to promote transparency and non-financial reporting among Georgian business?*

Global compact members who are registered on-line have to report annually. At least once per annum CiDA holds a 'reporting' event. But at present very few companies are registered and those who are currently members of the CSR Club do not have any reporting requirements.

The annual awards ceremony is aimed at promoting best practices and along with this some transparency is achieved, albeit focusing on the best of the best. Collecting stories and getting media coverage is valuable and this has had some impact through documenting best practice and illustrating what can be achieved.

The use of SDG Compass as a reporting framework is on the agenda but this has not been introduced yet. Networking organisations need to use the appropriate tools but these are apparently not available just yet. It will be an interesting challenge to find the right level to enable smaller companies to participate. If the Global Reporting Initiative's (GRI's) reporting standards were to be adopted in Georgia, and if CiDA were to become an accredited training provider, the potential for selling this service to companies could provide a self-sustaining revenue raising activity.

vii. To what extent can the activities funded under the project Leadership for Sustainable Development in Georgia's contribute to the intended outcomes?

The overall objective of the Leadership for Sustainable Development project is to enhance multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia. It has two expected outcomes. The first being to develop the capacities of CiDA and its corporate platform enabling the organization to effectively promote corporate sustainability and business involvement in the implementation of Agenda 2030 in Georgia. The second is to enhance the capacities of state officials, businesses, and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030

The outputs and activities of the project are not specific enough to give a real sense of what the project is really aiming to achieve, especially at the policy level. The Key Performance Indicators provided in the Logical Framework are indeed SMART but overall there is a lack of context or a strong sense of mission and vision. The targets set do appear to be achievable, at least in the quantitative sense.

A training plan will need to be developed in order to raise the capacities within the organisation. A training partner is still to be identified, although, partly as a cost saving exercise, alternative training methods are being investigated. A three-week study tour of Sweden will take place soon and a visit from Global Compact HQ's is being arranged which will coincide with their annual awards ceremony. It is hoped that Global Compact HQ will offer some training, particularly with regards to its own reporting requirements and it may be able to support employee study visits to other international networks who have good experiences to share.

viii. Can CiDA's resources (staff, technical capacities, project design) achieve outcomes intended by the project? What needs to be improved?

The staff at CiDA are very busy and they appear to have a very heavy workload, but it is not always clear that delegation is working effectively, and individual roles and responsibilities are not well defined. In any small organisation there is likely to be some blurring of responsibilities, and provided this is managed sensitively this may not cause problems, but the potential for conflict does exist.

CiDA's operations are based upon ad hoc plans and decisions at this point in time, due to the aftershocks of the crisis and their need to re-organise. They urgently need to plan strategically so as to successfully re-focus on their CSR agenda. A lot of adhoc activities are taking place and this will eat into staff time. They are hoping to win a contract to conduct an assessment of the Ministry of Environment, which appears to be an adhoc activity, albeit one that they will get paid for. If successful, they will need more staff.

They may recruit some interns for specific activities such as assisting with their regional conference.

6 Conclusions

CiDA has survived an extremely challenging period in its history. It is now looking to move forward under a new name and new organisational structure. It has a young and highly motivated staff who are willing to work extremely hard to make the future work. The recent new recruits into the organisation will give it a renewed impetus and lots of ideas that can be developed moving forward. But to achieve this the organisation must, as a matter of priority, develop a clear and realistic strategy, along with SMART goals that it can monitor its actual achievements against.

6.1 RELEVANCE AND EFFECTIVENESS

According to platform members interviewed, CiDA's work is highly relevant and they have done a lot of work to promote the SDGs. The limited number of platform members hinder them from targeting sub-groups with a common interest which would be more relevant and effective. If CiDA managed to gather a critical mass of members around common problems this would be a very cost-effective means of addressing issues. For example, the media seminar was very successful. But with the current membership it is difficult to find other clearly defined issues for which it is worthwhile preparing a detailed seminar for.

Working groups are a relevant format and members need to be motivated to undertake their own facilitation without depending so heavily on CiDA. Steps need to be taken to identify common interests and suggest small projects as a starting point, leading to the groups becoming more autonomous of CiDA. At present ideas are discussed in meetings but these are not taken forward without direct involvement of CiDA.

Without more members CiDA's primary impact is likely to be through direct consultancy work with individual companies. Unless they get paid for such work, which to date they do not, this will be less cost effective and inevitably involve few companies. In addition, CiDA does not have the specialist expertise to work on a range of topics in sufficient depth to charge fees to individual organisations and would therefore need to employ its own consultants. CiDA does have staff members who have been working on corporate responsibility issues for a long time and have academic knowledge and professional experience in the field. But it is a small organisation with limited human resources. They may have to train consultants and closely follow-up to ensure good performance, as there are few experts in the relevant fields of work.

With some formats it is difficult to get an audience even when it is free. Members need to know that the quality of an event will be high enough and relevant to their particular interests, and again this relates back to the size of the platform membership.

They have little institutional memory to build-on at this stage as most of their staff working on the regional programme have left the organisation. They also need to

build up their members database so that they have detailed background information on each participant on their platforms. CiDA needs to know who does what so that they are able to target their activities towards the relevant businesses.

CiDA needs to increase the membership in order to be more effective and their work must be more targeted. They must conduct proper needs assessment of each member and for this they should have a professional tool kit to get the in-depth information. CiDA should target face to face meetings with company leaders, as only they can take responsibility to progress CSR work. When engaging in such meetings they need a pre-planned strategy to attract the interest of that particular leader and therefore they need to have topics for discussion prepared in advance. They are unlikely to get a second chance if their first meeting does not hit the right note.

CiDA must be steered to develop SMART goals for their strategy so that they can really target their efforts and not waste their efforts on ad hoc activities. Georgia may have 10 more years to achieve its SDGs but CiDA does not.

The Major Challenges:

- To agree an organisational strategy and the type and numbers of staff required to implement that strategy. Current recruitment is bringing in very qualified individuals, but this is on an ad hoc basis given that they do not have a clear strategy in place.
- The numbers of staff required to implement a desired strategy may not be possible and therefore they must tailor their strategy accordingly.
- CiDA needs to develop robust internal operating procedures.
- Must demonstrate that these procedures are in place in order to attract future core-funding support.
- CiDA needs to build self-generated revenue streams to complement donor funding. This will strengthen their offering to donors as well as providing some autonomy over future developments. To achieve this a clear and SMART (Specific, Measurable, Achievable, Realistic, and Timely) fundraising strategy is required. For example, they need to target how much income they will self-generate as a percentage of income from donors.
- Their approach to donors needs to be more proactive such that they develop relationships which will generate funds independent of *Calls for Proposals* which limit funding to prescribed activities and outcomes determined by a donor's chosen priorities. The new Global Compact brand will be a good starting point to begin these relationship building exercises.
- If possible, they need to identify means of reducing their costs, such as asking members to provide out-of-hours meeting facilities.
- CiDA must maintain direct access to government, which will be strengthened by their recent recruitment.
- CiDA needs a long-term vision and a clear direction of travel post-Sida-funding. They have a considerable list of future activities but are these realistic and is it clear what they are really aiming to achieve. They must articulate concrete steps. They will not achieve this without strong external support. The Board may need to play a significant role to ensure that CiDA is able to meet these challenges.

6.2 FUTURE STRATEGY

SMART goals need to be defined as an organisation. They are planning to have an organisational working weekend in which they complete the work on mission / vision and way forward. With regard to job functions they need to put a lot of effort into defining individual responsibilities.

CiDA needs to have an effective public relations officer in order to address low levels of trust and to regain its legitimacy through effective communications.

6.3 INSTITUTIONAL STRENGTHENING

The Leadership for Sustainable Development project funded by The Embassy of Sweden has committed resources to building the capacity of CiDA. The re-organisation of CiDA and rebranding into Global Compact Georgia means that this funding comes at a very opportune time. The project proposal foresaw the engagement of an international organisation to facilitate institutional strengthening, but that arrangement has not materialised to date. Training can be very costly, so local resources should be used wherever possible.

The agreement of Global Compact in New York to work with Global Compact Georgia is likely to provide for training resources being made available as the Head Quarters have set procedures that will have to be met as a minimum. The actual description of training to be provided is not clear at this point in time.

7 Recommendations

- A. It is highly recommended that Sida/The Embassy of Sweden provide the resources for an external facilitator for a future organisational strengthening workshop. A neutral, external, individual is required. They need to be skilled at identifying issues and to have the experience to see the practical limitations and challenges of what CiDA is wanting to achieve (CiDA have expressed their interest to engage someone who could also assist in drafting their strategy as well as updating their organisational tree and job descriptions).
- B. It is recommended that CiDA carefully references the Institutional Assessment (Annex 3) also provides quite a number of recommendations on internal procedure that CiDA should put in place over the coming years. It's not likely that a small organisation will be able to address all these recommendations over a short space of time, but the list must be considered carefully and the most urgent requirements, such as clear job descriptions, should be prioritised. The more that can be achieved in this regard, the more stable the secure the organisation will become, but naturally the organisation's future strategy must be agreed upon first and foremost.
- C. To grow into a truly independent organisation, CiDA's strategy must incorporate an ability to earn a percentage of its annual income from the sale of its services. The future need for larger Georgian businesses to undertake non-financial reporting in regard to their contribution to sustainable development, will be a great opportunity which CiDA must aim to exploit.

Annex 1 – Terms of Reference

Terms of Reference for the Evaluation of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms

Date: 2019-09-25

1. Introduction

Responsible business conduct is in its early stages of development in Georgia. There is still lack of awareness on the concept among larger business community and the interested stakeholders in the country. Corporate responsibility is mainly 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. There is even lower awareness among businesses on Sustainable Development Goals (SDGs) and private sector’s role in implementation of 2030 agenda. While local businesses may be contributing to implementation of SDGs through their CSR 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 also no research or inquiry carried out, which would illustrate business contribution to implementation of the development goals. Hence it is of the great importance to raise awareness among and build capacity of businesses and other principal stakeholders which play important role in the promotion of RBC in Georgia on responsible business conduct and SDGs. Those stakeholders include relevant Governmental Agencies, Public Defender’s Office, Chambers of Commerce and civil society organizations.

Years of work with the business sector indicated that there is need of targeted consultancy to business sector in Georgia on how to integrate corporate responsibility standards and SDGs on the policy level and translate them in everyday operations. Therefore, it is important that CiDA and its corporate platform further develop their capacity and effectiveness with regard to corporate responsibility 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, 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 Government of Georgia. Even though the initiative is multi-stakeholder in its nature, the business representation is

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

In response to the above-noted challenges, the project “Leadership for Sustainable Development in Georgia” supported by the Embassy of Sweden in Tbilisi and implemented by the Civil Development Agency (CiDA) from November 1, 2018 to 30 April, 2021 with the total amount of 8 000 000 SEK, aims to enhance multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia through two specific objectives:

Specific Objective 1: To develop capacities of CiDA and its corporate platform 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.

2. Evaluation rationale

With the project of “Leadership for Sustainable Development in Georgia”, CiDA aims to enhance multi-stakeholder cooperation and business engagement in the implementation of Agenda 2030 in Georgia. This process is a reflection of the necessity to find ways of business involvement in sustainable development processes in the country. The companies in Georgia have great 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. CiDA aims at employing a multi-stakeholder cooperation opportunity offered by the SDGs through different means.

CiDA plans to bring together different actors – CSOs, media, Government and businesses through the means of various platforms in order to promote SDGs in Georgia. Working with private sector is the main 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, CiDA needs to develop the capacities of the organization and its corporate platforms – Global Compact as well as CSR Club, - further described below, to effectively promote corporate sustainability and business involvement in implementation of Agenda 2030 in Georgia. For this development CiDA requires a thorough evaluation of 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 to ensure efficient execution of organisational goals with regard to promotion of corporate responsibility in Georgia.

3. Evaluation object: Organisation to be evaluated

The evaluation object is the Civil Development Agency (CiDA) in Georgia, and its two corporate sustainability platforms the CSR Club and Global Compact Network Georgia.

CiDA is a regional Civil Society Organization established in 2002 in Rustavi, Georgia with the mission to support effective realization of the social and economic rights of the Georgian population and to improve their quality of life, through multi-stakeholder cooperation, by providing direct services, as well as by addressing the problems of interested groups through developing their networking capabilities and opportunities.

CiDA coordinates two corporate sustainability platforms – **Corporate Social Responsibility (CSR) Club** and the **United Nations Global Compact Network in Georgia**. Both of those platforms unite business and non-business participants, encouraging cooperation of those actors around sustainable development agenda.

Corporate Social Responsibility (CSR) Club¹: CiDA together with a local company “Gepira” initiated and supported the creation of CSR Club in Georgia. The CSR Club is a platform, a non-registered entity with the aim to support the socio-economic development in Georgia through promoting responsible business conduct, sharing experience in the CSR field, providing advocacy on corporate responsibility, and encouraging the innovative social projects. The CSR Club was established on May 27, 2015 by fifty companies and organizations who announced the creation of the Club through a joint Communiqué. By January, 2019, there are 90 members in the Club. **Global Compact Network Georgia²:** CiDA is a secretariat for the UN corporate sustainability initiative in Georgia, Global Compact Network Georgia. The platform aims to promote international corporate sustainability standards as well as sustainable development agenda with the businesses all over the world. By January, 2019 there are 33 members in the local platform in Georgia. Majority of those are businesses.

The CSR Club constitutes a stepping point, a complementary local initiative to the Global Compact Network Georgia. Members of the CSR Club are not bound by



responsibilities, or quality standards, or might not even have knowledge in the field, they just express willingness to learn more and explore possibilities for further action. GCNG on the other hand, is a principle-based platform, and companies that join the initiative have to integrate the standards in their policies and operations, and annually

¹ Available at: www.csrclub.ge

² Available at: <http://www.globalcompact.ge>

report on their activities. CiDA's aim is to unite these two platforms under umbrella of Global Compact Network Georgia in the long-term.

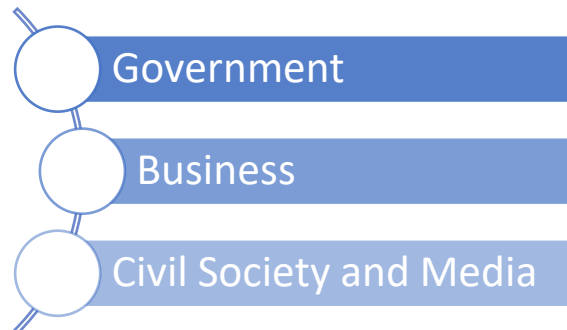
The platforms concentrate on several thematic priority directions, such as business and human rights, transparency and reporting on corporate responsibility, Women's Empowerment in Business sector, Labour Rights and Employment of PwDs by business sector, encouraging business action for SDGs and business-CSO cooperation around this issue. The organization has implemented number of awareness raising activities on labor and environmental issues, through Conferences, and thematic meetings, and is planning to continue more active work on those directions.

CiDA works with the members of corporate sustainability platforms, CSR Club and Global Compact Network Georgia in the four different directions

CiDA's activities include, trainings, conferences, thematic meetings, specific work on various projects, individual consulting on corporate responsibility issues, and active advocacy on the policy level. Within the framework of the corporate platforms, CiDA coordinates one working group on Women's Empowerment in Business and aims to launch another two WGs on Labour Rights and Environmental Issues.

The responsible business conduct contributes to the creation of “the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”. The promotion of corporate responsibility has particular importance in the countries with transitional economies, such as Georgia, since responsible business is sustainable in nature and promotes sustainable economic and social growth in the country.

Engagement levels



For further information, the project proposal is attached as Annex A.

The intervention logic or theory of change shall be further elaborated or refined by the evaluator as part of the inception report.

4. Evaluation scope

The evaluation will cover the time period 2015-2018, that is, the time span of the CiDA's and its platforms' active work with business in Georgia to date. Relevant stakeholders are expected to be included / consulted in the framework of the assignment.

Relevant stakeholders are (not limited to):

- Business members of the corporate platforms - 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 responsibility – around three can be selected;
- Government agencies working on business and human rights or public-private partnership and/or SDG agendas – around five can be selected.

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

There are no previous evaluations commissioned by Sida or others, however, CiDA has procured strategy and the action plan for the similar purposes and some of these stakeholders were engaged in it, we can share these documents with the evaluation team to build upon³.

5. Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to evaluate and improve performance of CiDA's effectiveness through its platforms which is expected to support effective implementation of the objectives of the project "Leadership for Sustainable Development in Georgia".

- 1) Help CiDA to assess its effectiveness and capacities (staff, operations, management, etc) in promotion of responsible business conduct and multi-stakeholder cooperation around SDGs. Provide recommendations on what needs to be improved, changed or adjusted for the successful implementation of the project "Leadership for Sustainable Development in Georgia";
- 2) Reflect and capture the narrative of the corporate responsibility platforms CiDA coordinates (CSR Club and Global Compact Network Georgia), that is the purpose and the story of corporate sustainability platforms within Georgian context, with voices its members and relevant stakeholders. Identify shortcomings, challenges and opportunities for improving the operation of the platforms.
- 3) Stimulate reflection on the results of CiDA's role as a "development facilitator" and partnership broker (business, government, CSO), bringing together the network around sustainable development.
- 4) Generate lessons learned from the working methodology and how multi-stakeholder partnerships of similar character could be formed and implemented in Georgia.

³ Additionally, CiDA has commissioned two researches on corporate responsibility – one qualitative research that has interviewed around 1000 companies in Georgia regarding CSR as general; and the qualitative research of how companies work on SDGs. CiDA can share the results of these researches with the evaluators as well (raw data is only in Georgian though), once CiDA has it (by the end of September, 2019).

The primary intended user of the evaluation is CiDA, as the implementer of the project supported by Sweden. This primarily involves CiDA “Leadership for Sustainable Development in Georgia” project team. A second intended user is the Embassy of Sweden in Tbilisi.

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. Other stakeholders that should be kept informed about the evaluation include donors⁴ and partners⁵ of the project “Leadership for Sustainable Development in Georgia”.

For the complete list of stakeholders please see the Annex A, full project proposal.

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.

4. Evaluation objective: Criteria and questions

The objective of this evaluation is to:

- Evaluate the *relevance* and *effectiveness* of CiDA, corporate responsibility platforms, and their work with private sector in the promotion of corporate responsibility and Agenda 2030 among businesses in Georgia, and to formulate recommendations on how to improve performance, in order to effectively implement the objective of the project “Leadership for Sustainable Development in Georgia”.

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) Are the corporate responsibility platforms facilitated by CiDA, a relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct among them, as well as to encourage business contribution to *influence* 2030 Agenda?
- 2) Have CiDA’s 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 CiDA’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 Donors: Sida, USAID-ACCESS programme (ran by EWMI), EU, UND.

⁵ Partners: UN Global Compact, Administration of the Government of Georgia (Human Rights Secretariat, SDG Council, Public-Private Partnership Agency, Business Ombudsman of Georgia), GEPR

- 4) Has CiDA's work within its platforms (CSR Club, Global Compact Network Georgia) contributed to change in behaviours and relationships in private sector?
- 5) Has CiDA's work brought together different stakeholders for the support of SDGs?
- 6) Has CIDA's work managed to engage private sector in understanding corporate responsibility 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 CSR Club / Global Compact Network Georgia?
- 7) Has CIDA's work managed to engage private sector in understanding their role for the support of the Agenda 2030?
- 8) Has the platforms 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 CIDA's work managed to promote transparency and non-financial reporting among Georgian business?
- 10) To what extent can the planned project "Leadership for Sustainable Development in Georgia" activities contribute to the intended outcomes?
- 11) Can CiDA'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.

5. Evaluation approach and methods for data collection and analysis

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender, which might include inductive approach together with other, relevant methods, where the stakeholders among CiDA's partners, particularly private sector representatives are included in setting the narrative through open-ended individual or group interviews. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. A clear distinction is to be made between evaluation approach/methodology and methods.

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.

Evaluators should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed, and avoid presenting information that may be harmful to some stakeholder groups.

6. Organisation of evaluation management

This evaluation is commissioned by the Embassy of Sweden in Tbilisi. The intended user(s) are the Civil Development Agency (CiDA) 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.

7. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation⁶. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation⁷. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

8. Time schedule and deliverables

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 from October 21, 2019-February 14, 2020. The timing of any field visits, surveys and interviews need 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. Deadlines for final inception report and final report must be kept in the tender, but alternative deadlines for other deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting Stockholm/Tbilisi virtual meeting is an option	• Evaluation team • CiDA project staff • Sida representative	October 21, 2019
2. Draft inception report		November 11, 2019
3. Inception meeting and multi-stakeholder workshop (focus group) Tbilisi, Georgia	• Evaluation Team • CiDA project staff • Representatives from key partners - CSOs, companies, government (5	12-13 November, 2019

⁶ DAC Quality Standards for development Evaluation, OECD, 2010.

⁷ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

	participants from each sector) • Sida representative	
4. Comments from intended users to evaluators		November 22, 2019
5. Final inception report		December 6, 2019
6. Draft evaluation report		December 20, 2019
7. Comments from intended users to evaluators		January 10, 2020
8. Workshop and discussion of draft evaluation report in Tbilisi, Georgia	• Evaluation team • CiDA project staff • Sida representative • Stakeholder representatives (maximum 5 from CSO, Business and government sectors)	January 23-24, 2020
9. Final evaluation report		February 7, 2020
10. Presentation / Workshop on main findings of evaluation report <i>Virtual meeting</i>	• Evaluation team • CiDA project staff • Sida representative	February 14, 2020

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 and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, methods for data collection and analysis as well as the full evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. 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 and be professionally proof read. The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The evaluation approach/methodology and methods for data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. 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. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific,

directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should be no more than 35 pages (with the executive summary not exceeding 3 pages) excluding annexes (including Terms of Reference and Inception Report). The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation⁸.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, always with a copy to the Sida Programme Officer as well as Sida's Chief Evaluator's Team (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas.

9. 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.
- professioncy 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 CiDA's partner organizations and network members might require to be held in Georgian, which must be taken into the consideration when establishing the team.

⁸ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

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

10. Resources

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

The contact person at Swedish Embassy is Tinatin Genebashvili, National 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.

11. Annexes

Annex A: List of key documentation

Relevant documentation in relation to CiDA's work on SDGs and the engagement of private sector in Agenda 2030, as well as the information regarding the CSR club and Global Compact Network Georgia can be found on its webpage www.cida.ge.

Specific relevant documentation is also annexed.

1. Project document - "Leadership for Sustainable Development in Georgia";
2. CiDA's organizational Chart;
3. CiDA's work on CSR annotated.

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. project or programme)	
Title of the evaluation object	Civil Development Agency and its corporate responsibility platforms Project: Leadership for Sustainable Development in Georgia
ID no. in PLANIt	11890
Dox no./Archive case no.	UM/2018/06245
Activity period (if applicable)	November 1, 2018- April 30, 2021
Agreed budget (if applicable)	8 000 000 SEK
Main sector ⁹	Market Development

⁹ 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).

Name and type of implementing organisation ¹⁰	Civil Development Agency, NGO
Aid type ¹¹	Project type
Swedish strategy	Results strategy for Sweden's reform cooperation with Eastern Europe, The Western Balkans and Turkey 2014-2020

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)	Baseline evaluation
ID no. in PLANIt (if other than above).	11890A0102

¹⁰ 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).

¹¹ 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 – Workshop Objectives and Outputs

Workshop 1

Objective:

To assist CiDA to identify the scope of their Mission as an organization after re-organization (into Global Compact) and formulate a Mission that clearly communicates the benefits of Global Compact/CiDA to stakeholders.

To assist CiDA to gather their team around a Vision for the future – what long-term aspirations they have as an organization of what they hope to achieve within a 5-year perspective and formulate a Vision that inspires and provide motivation for the team to work towards a common future and a shared dream.

To conduct a SWOT analysis that helps the team identify Strengths, Weaknesses, Opportunities and Threats and from that SWOT analysis, identify a number of Key Issues that will be brought up for discussion in Workshop II – how to tackle.

Outcomes:

The team came quite far in formulating both a Mission and Vision. As CiDA by the time of workshop I had not yet received green light from Global Compact to use their name, there were some uncertainties in terms of how to formulate their Mission and Vision.

The final formulation of both Mission and Vision will now have to be approved by Global Compact and also receive OK from the Board Members.

The number of key issues identified were:

- Increase the number of platform members: Global Compact in Georgia has about 30+ members while CSR Club has 100+ members. As the intention now is to integrate the two platforms, it will be crucial to get as many CSR Club members to sign over their memberships to Global Compact. In addition to this, CiDA/Global Compact needs to attract new members. A bigger and broader platform will help significantly to increase the effectiveness of their activities and programs as it will be easier to identify “sub-groups” with similar interests and needs and also to create “clusters” of companies in similar industries to increase negotiation power towards government to make policy changes or change legislation to reward companies making efforts to implement Agenda 2030.
- Improve distribution of workload and responsibilities: As focus will be more on CSR, the employees of CiDA who are most experienced in CSR will also carry a heavier workload. CiDA needs to review job roles and responsibilities and to

consider employee training and development to ensure higher effectiveness of all of its team members to contribute to future growth of the organization.

- Tools to help businesses implement CSR and AGENDA 2030: CiDA felt that more tools to help companies with their implementation process would be helpful to be more effective in their development of a new service where they provide 1:1 CSR consultancy services to individual platform members how to work with Agenda 2030
- Engage CEO's (how to sell to them): The CEO is in almost all cases the person who decides whether the company should join the platform and pay membership fee and is also key influencer when it comes to how successful the company is with its implementation of CSR integration
- Teamwork & Communication: Since CiDA has many new employees, there is a need to “glue” the team together and open up processes and procedures for open, transparent and frequent communication among team members to increase effectiveness of the organization
- Enhance organizational competencies: to increase relevance of the team capacity, some employees need to enhance their skills in CSR related issues and also their ability to influence government and media.

SWOT Analysis

Strengths	Weaknesses
Diversified (competences)	Internal management systems
Relations w/donors	Flexibility / Proactive
Experienced team	Limited resources
Mobility	Brand recognition / Right exposure
Friendly, communicative scope	Renewal/increasing of members
Good relations with stakeholders	Mobilizing financial resources from businesses/generating income
International networking (Potential extension – Armenia?)	Time management / Effective planning
Long history	Too small team + delegation
Good networking- multi-stakeholder	Prioritizing
Learning	Roles and responsibilities
Languages: English, Russian	Previous staff turmoil + stress
Corporate Responsibility expertise of team	Need strengthen team even further
Educational background (CSR)	One mission/vision
Brand	Communication
Opportunities	Threats
Attract new members to the Platform	
Plan the events together with business	
Enhance organizational competences (CSR, for example)	

Workshop II

Objective:

To ensure that the CiDA team knows how to set SMART goals to increase their effectiveness when outlining future strategies and their ability to achieve long-term objectives.

To provide tools to keep CiDA/Global Compact team up-to-date with job-roles and responsibilities that are most relevant to carry out the activities required to meet their goals

To ensure that all team members are familiar with the SDG Compass and how to overcome stages in the process where companies meet challenges in the implementation phase.

To identify and formulate the most relevant Values to CiDA/Global Compact for effective teamwork and development of a new Code of Conduct to avoid future scandals and misconduct.

Outcomes:

- The team applied the SMART tool to set a SMART objective in relation to increasing the number of platform members. The tool will be applied to all goals set in relation to other key objectives identified now that the team has the knowledge to apply the SMART tool.
- The team identified what key activities will be most effective when it comes to increasing number of participants and also tools to analyze and follow-up of the effectiveness of activities and make adjustments to action plan when necessary to stay on track towards future goals.
- The team was given a cross-check tool and how to apply to increase understanding of each other's work roles and responsibilities and identify gaps to improve relevance of their knowledge to successfully meet the goals and ensure effectiveness of the whole team's capacity.
- We identified the most crucial and challenging phases of the CSR implementation process for CiDA's/Global Compact's current and future clients, using the SDG Compass tool. We also generated ideas on how to overcome the problem of implementing CSR into the whole organization of corporate business members, and not just in an isolated CSR/PR department with one or two people responsible for the integration process. Working with job descriptions, reward systems, suggestion boxes and constructive feedback to increase relevance of contribution from staff members and ensure implementation of CSR into all departments and functions of a business.
- The team identified what core values they need to focus on and implement in their future organization and came quite a long way formulating the exact meaning and relevance of each value.

Actions moving forward:

The CEO has already planned a brainstorming weekend in March 2020 where the objective will be to finalize the CiDA following issues which have been introduced during this workshop:

Mission Statement

Vision

Values

Priority of Key Issues

SMART goals and action plan relating to most important Key Issues

Review of job roles and responsibilities

Identification of training and development needs

It is highly recommended that a professional facilitator is engaged for the weekend. This should ensure the discussions remained grounded in the current reality and that dangers of such issues as ‘group think’ can be avoided.

Annex 3 – Organizational Capacity Assessment

Organization Annual OPERATING BUDGET (GEL)

2018 – 3 mln lari, less in 2019

Operating Program/Projects:

- Leadership for Sustainable Development (Sida funded)
- CSR school (pilot project is completed) (Sida funded)
- Support to Georgian Farmers (in cooperation with Bank of Georgia and Techno-Park) (funded by European Fund for South East Europe, FCE)
- Juvenile Justice Reform Project (EU funded will be completed in April 2020)
- Strengthening the role of civil society in advocacy for sustainable and equitable rural development of Georgia (UNDP funded - closing)
- Advancing CiDA Capacities (USAID ACCESS project / EWMI funded – 2019 completed)

Major services provided:

Training modules at CSR School (CSR, SDGs, ethics, ethical decisions, corruption, etc.)

Support to farmers: How to make financial decisions, ToT, etc

Training for the member-companies on human rights, women empowerment, labor rights, etc, fundraising, advocacy, community mobilization, DCFTA –related-business support organizations, reporting on CSR, etc.

Accounting software used: ORIS

Internal Policy and Procedures

CiDA has a number of internal policy and procedures documents, such as Human Resources Handbook, Financial Handbook, Procurement Handbook, Code of Ethics (developed after the first – sexual harassment crisis- in 2018), Anti-Corruption Manual and Risk Management Manual. Along with regular HR procedures (i.e. maternity leave, sick leave, personal leave, vacation request, etc.) Human Resources Handbook provides conflict-of-interest policy, gender equality issues, grievance mechanism (including confidential channel for complaints to the lawyer of CiDA)

Normally, new staff members get acquainted with the policy documents, but there is a perception that the documents are more formal in nature, developed at the request of donors. The two policies however (financial handbook and procurement handbook) are routinely utilized.

Recommendation:

- In order to make internal policies operational, staff need to be better kept aware of and understand policies and procedures. In addition to training, expert-facilitated

staff retreat would facilitate the process of getting associated with organizational values. Staff retreat, facilitated by the expert would be a good contribution to that.

Human Resources /Staff Development

Currently the total number of staff is 14, which will be reduced to 11 in the spring of 2020, with the completion of some projects. All the staff is full time. Currently organization has no interns or volunteers, but plans to hire some for the Leadership for Sustainable Development project upcoming events.

Management Staff Positions include: Executive Director, Programme Manager, Senior Manager – Government Relations, Communications Manager, Partnerships and Fundraising Manager, Labour Rights Expert, Environmental Expert, Project Assistant, Accountant / Procurement Manager. CiDA plans to establish essential human resource policies that incorporate labour laws and organizational standards and priorities. CiDA hired a human rights specialist in 2018. Each employee has a separate personal folder, containing bio, personal data and job descriptions. Similar to majority of Georgian CiDAs, job requirements for CiDA's staff are linked to the current programs (funded by donors). In general, job descriptions of the staff are outdated and they do not accurately reflect the work they are assigned to.

Succession planning for key staff members is weak. One-month notice policy for departing staff exists, but there are no clauses for crisis management or mitigating risks in case of violation of ethical standards or even fraud.

CiDA does not evaluate and/or receive feedback designed to improve performance.

There is no staff development plan or guidance to date. Due to the changes within the organization, 90 % of staff are relatively new and their development needs have not been identified. CiDA plans to use internal expertise for staff development on topics such as proposal writing, donor reporting, advocacy, etc.

Salary scheme/grading is in non-existence. Salaries are linked to the donor programs.

Recommendations:

- In case of development of organization strategy, CiDA should make sure that the strategic plan reflects the human resource needs required to achieve the goals in the strategic plan.
- Develop an organizational chart of the organization and job descriptions that reflect the strategic vision of the organization. In this regard, human resource and management staff might attend related workshops offered by local training providers. Also, management staff and the Board should assess staffing needs at least on an annual basis
- Salary scheme/grading which reflects target remuneration for needed staff will also be an advantage for CiDA's sustainability.
- Develop and utilize objective, outcome-based performance evaluation tools.
- Taylor/activate risk management regulations in case of ethical standard violations and/or fraud.
- Develop a sound succession and transition plans for all key staff

- For the sustainability of CiDA, in addition to proposal writing skills, it will be crucially important to get fundraising training, which goes beyond writing proposals. New mechanisms, such as social enterprise, crowd-funding, supporting economic activities, business involvement approaches need to be better thought through by the staff

Program Management

CiDA needs to utilise available tools for tracking/monitoring both timelines and budgets of its current programs (i.e., Gantt chart, target plans, project management software, etc.). With a limited number of projects at this point in time, CiDA's activities might be easier to manage, but as the scope is extended CiDA should think of better structuring/formalization of its activity/budget plans.

As the organization develops, it will require sound plans for achieving the goals of its donor-funded programs. With the current shift in CiDA's organizational direction, it will need more focus on a strategic approach. This will allow it to plan for realistic goals and activities. Overall, CiDA needs to have a strategy that will provide a framework for future programs.

Due to the current restructuring/changes in CiDA's portfolio, while simultaneously maintaining its niche as a regional network facilitator, CiDA needs to think strategically and explore how its regional work can best be integrated within its core CSR mission.

Recommendations:

In order to ensure sustainability of CiDA operations, it is recommended to develop Organizational Strategy for the coming 3-5 year that will include both organizational development and program development components with respective fundraising targets. Prior to the exercise, proper needs assessment, in cooperation with stakeholders and beneficiaries needs to be done. Needs assessment might be linked to SDG goals and dimensions.

Communications

Current Mission Statement and/or Value Proposition of CiDA needs to be re-worked due to the restructuring of the organization.

CiDA does not have either a formalized document or communications-related content, included into the internal policy documents. Also there are no written protocols for public communication, outreach strategy or internal communication standards.

Program staff provide information about program results and successes to communications staff for promotion to external audiences. Publications (brochures, surveys) highlight program information, but not information about CiDA itself. The organization produces Annual Reports, runs a number of websites (CiDA, CSR Club, Global Compact, CiDA.ge) and operates Face Book pages for CiDA, CSR and Global Compact. But, the impact of all these web-based communications are not analysed (for example through Google Analyses).

Media-relations lacks a strategic approach. CiDA is not proactive and does not maintain newspaper clippings or other media/internet stories that mentioning its activities.

The organization and/or program-related messages are not segmented (government, CiDAs, media, etc.).

Members' database and mailing lists for publicity are minimal and not regularly updated.

In general, CiDA does not produce materials that communicate mission, vision and program activities to stakeholders and does not actively disseminate them.

Communications and outreach, as it is, is not a part of CiDA's everyday operations other than on specific projects. (Note: PR staff member has other responsibilities and is also in charge of the regional networking)

Recommendations:

- CiDA has to strategically target its communications to specific stakeholder interests, agendas and concerns
- CiDA should consult with a marketing expert to develop materials and/or a communications strategy that includes specifying target groups and adequate (segmented) messages that articulate mission priorities, including key areas of its operation and incorporate its most important program activities and strategies. Marketing materials shall be of a wide range (i.e., flyers for special events, annual reports, program descriptions, list of services available, etc.)
- CiDA could obtain marketing and communications training for staff; in particular, writing for varied audiences, publication design/layout, managing web sites, preparing newsletters, etc.
- CiDA should maintain current information on members, stakeholders and similar professional companies and the programs and services they offer
- CiDA has to maintain and regularly update /mailing list(s) that categorize(s) recipients by funder, sector, partner, NGOs, etc.
- It would be advisable to produce a monthly electronic newsletter to disseminate information about CiDAs activities and achievements
- Web-presence of CiDA could be improved through better collection and analyses of web traffic statistics (i.e., number of unique visitors, page views, and average length of visit)
- Media relations: CiDA needs to build its competence in the use of media to promote its programs and services, and effectively manage its public image. For this purpose, it's advisable to further develop their database for all media outlets, including blogs, and 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

CiDA does not have a fundraising strategy and/or annual fundraising/development plan (including fundraising targets).

Fundraising, as it is, is viewed as a donor-oriented proposal writing skill.

Currently donors are the only significant source of funding for CiDA, but the organization does not maintain a calendar of prospective opportunities.

There is a lack of knowledge and also willingness of stepping into the “unexplored” fundraising opportunities, such as social enterprise, crowd funding, etc. Nevertheless, CiDA plans to collect membership fees after it’s transferred into the Global Compact (which will be mandatory).

They may also sell their consultancy and expertise in terms of embedding SDG/CSR goals into the operations of local businesses.

Board members are not actively engaged in fundraising.

Recommendations:

- Developing a fundraising strategy will contribute to exploring financial opportunities and financial sustainability of CiDA. This will also allow for better donor analyses and setting of fundraising targets for each program. The strategy should target multiple potential revenue sources
- As mentioned above CiDA must maintain donor and membership portfolio databases, including prospective grant competition announcements (this will require individual consultations with donors)
- As agreed in the workshops, it is necessary to conduct a strategic planning exercise to clarify the targets/objectives of the organization, and then identify stakeholders and opportunities in the environment.
- CiDA has to identify and build relationships with prospective donors. Some program-based events should be considered from a fundraising or donor-cultivating perspective. The events need to be “framed” in a way that facilitates proactively building relationships with decision-makers from potential donor organizations. For an organisation that is effectively entirely donor dependent this level of forward planning is essential to ensure its long-term future and its ability to carry-on its CSR mandate in the longer term.
- Despite the fact that Global Compact Working Group members have agreed on certain initiatives on business involvement with CiDA’s activities (conference room share, legal consulting, consulting of women entrepreneurs), CiDA could better utilize CSR techniques (corporate philanthropy, cause-related marketing, sponsorship) within the Global Compact team members. In this regard, development of corporate social investment data base and targeting respective giving would be advisable.

Board Governance

Similar to CiDA, its Board will also undergo restructuring. Currently, there are two Boards (CiDA and Global Compact) which will be merged in the coming months. The CiDA Board was very active during the ‘crisis’, but it appeared from interviews that some Board members do not have enough knowledge of CiDA’s regionally-focused programs and activities. This is important as CiDA plans to maintain its regional coordination role and include these stakeholders to project its CSR mission within the regions.

The understanding of CiDA’s mission and future strategy by Board members is currently unclear as this is a time of radical change for the organisation, but the entire Board should be aware and indeed approving of these developments. They need to be fully on-board as CiDA’s staff undertake further exercises to develop the organization’s mission and vision.

Recommendations:

- Global Compact has its own regulations for board relations, which CiDA will need to follow. Nevertheless, it’s critically important that the Board members are better aware of their roles and responsibilities, and are able to guide the strategic allocation of organizational resources.
- Communications with the Board members shall be improved
- CiDA should go beyond reporting to the Board and better utilize Board members’ expertise in terms of developing strategies for programs and fund development.
- CiDA should encourage the majority of Board members to actively assist in fundraising activities and donor contacts
- Establishing Board sub-committees (i.e. “executive”, “programs”, “fundraising”, “financial”, etc.) might improve resource use and communications

The Board should proactively oversee and evaluate the organization’s performance and manage the Executive Director to achieve the organization’s goals.

Annex 4 – Documentation

Author/ Organisation	Title	Date of Publication
CiDA	Proposal: Leadership for Sustainable Development in Georgia	November 2018
CiDA	Logical Framework: Leadership for Sustainable Development in Georgia	November 2018
CiDA	Results Framework: Leadership for Sustainable Development in Georgia	November 2018
CiDA	Updated Workplan: Leadership for Sustainable Development in Georgia	October 2019
CiDA	Progress Report 2018	2018
Innova LLC	Corporate Responsibility Research	2019
Innova LLC	CiDA Rebranding	2019
Innova LLC	Strategy and Action Plan for the CSR Direction of CiDA	May 2019

Annex 5 – List of interviewees/ Workshop Participants

Name	Position	Organisation
Tinatin Genebashvili	National Programme Officer	The Swedish Embassy/Sida
Salome Zurabishvili	Executive Director	CiDA
Davit Mikeladze	Project Manager, Leadership for Sustainable Development in Georgia	CiDA
George Welton	Executive Director	American Chamber of Commerce in Georgia
Tamar Karosanidze	Chief of Party	East West Management Institute
Ann Tsurtsunia-Zurabashvili	Capacity Development Manager	East West Management Institute
Michele Orzan	President	European Chamber
Makvala Rikrikadze	Founder	Rik Travel Agency*
Nikoloz Khundzakishvili	Corporate Affairs Director	Natakhtari (Brewery)*
Irma Daushvili	General Director	Dio (Window blinds)*
Salome Badagadze	General Director Assistant	Dio (Window blinds)*
Lela Kuantalian	CSR Head, Human Resources and Comms	APM Terminals (virtual meeting)*
Mr Gurami	Corporate Communications Assistant	Adjara Group (Hotel)*
Ana Verd zadze	Human Resource Coordinator	Adjara Group (Hotel)*
Victor Baramia	Senior Program Manager	Europe Foundation
Lela Khoperia	Promoting Corporate Social Responsibility: Program Coordinator	Center for Strategic Research and Development in Georgia (CSR-D-G)
Diana Inanashvili	Head of Public Relations Office	SEU University*
R.Michael Cowgill	Board Member	CiDA/Global Compact
Eteri Chachibaia	Chief Operating Officer	MBC (Micro-finance)*
Mia Dzirkvelishbili	Board Member	CiDA

Ketavan Jaoshvili+	Public Relations	ADvan (Advertizing agency)*
Maiko Tsereteli+	Executive Director	Georgia Today (English Language Newspaper)*
Teona Tsereteli+	Public Relations lead specialist	Silk Net (Silk Road Group members)*
Ana Kvernadze		SDG Council
Lela Akiashvili	Advisor to the Prime Minister	Human Rights Issues
Meri Kapanadze	Human Rights Secretariat member	Business and Human Rights Chapter

*Business member of Global Partnership or CSR Club Platform

+Telephonic Discussion

Participants at CiDA's Staff Workshops:

- 1) Salome Zurabishvili – Executive Director
- 2) Davit Mikeladze – Project Manager, Leadership for Sustainable Development in Georgia
- 3) Etuna Tsotniashvili – Public Relations Manager (responsible for the project PR as well as organization PR)
- 4) Tamar Lazarashvili – Environmental Expert (Leadership for Sustainable Development in Georgia)
- 5) Shorena Megrelishvili – Project Manager (EU funded projects) and Multi-stakeholder Partnership Consultant (Leadership for Sustainable Development in Georgia)
- 6) Teona Kiladze – Procurement Manager / Lawyer (entire organization, including the project)
- 7) Temur Tkeshelashvili – Financial Manager (entire organization, including the project)
- 8) Lana Chkhartishvili – Advisor on Corporate Responsibility Issues to the Government Institutions. (January workshop only)
- 9) Sofho Khuchua - Labour Rights Expert (January workshop only)



Evaluation of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms

The project “Leadership for Sustainable Development in Georgia” is funded by Sida and implemented by Civil Development Agency (CiDA). The objective of the evaluation was to assess the relevance and effectiveness of CiDA, its corporate responsibility platforms, and the promotion of Agenda 2030 among businesses in Georgia. As this was a baseline evaluation, the implementation of the project was not a major focus. The evaluation team, together with CiDA, considered the strengths and weaknesses of the current set up, and its future vision, mission and strategy, mainly through a set of structured workshops, which were a prominent element in the evaluation. Key stakeholders considered CiDA’s work highly relevant and that it has done a lot to promote the SDGs. The evaluation included an institutional assessment which provides recommendations that CiDA should consider when developing the new strategy. Chief among these were the need to include SMART goals for monitoring key performance indicators, support from an external facilitator in the organisational restructuring process and incorporating the ability for CiDA to sell its services to support financial independence.

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