Georgia Human and Institutional Capacity Development (HICD) Activity Quarterly Report # 02

QUARTER 3 FY21 (APRIL 1, 2021 TO JUNE 30, 2021)

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COR Name: David Dzebisashvili
ACOR Name: Lela Kerashvili

Submitted by: Kaizen, A Tetra Tech Company
1775 Pennsylvania Ave NW, Suite 1100
Washington, DC 20006 USA
Tel: +1 202-299-9801

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ACRONYMS

AAPOR  American Association for Public Opinion Research
ADS    Automated Directives System
BSO    Business Support Organizations
BPM    Business Process Manual
CLA    Collaborating, Learning, and Adapting
CBLD   Capacity Building Indicator
CDCS   Country Development Cooperation Strategy
CoE    Center of Excellence
COR    Contracting Officer's Representative
CSB    Civil Service Bureau
CSO    Civil Service Organization
DCFTA  Deep and Comprehensive Free Trade Areas Agreement
DEPA   Development Evaluation and Progress Assessment Consulting
EECMD  Eastern European Centre for Multiparty Democracy
EPP    Elections and Political Processes
ERT    Executive Roundtables
EU     European Union
EV     Exchange Visitors
GAPOR  Georgian Association for Public Opinion and Research
GEC    GEC JSC
GIP    Georgian Institute of Politics
GoG    Government of Georgia
GNCA   Georgian National Competition Agency
GYLA   Georgian Young Lawyers' Association
HAC    Health and Accident Coverage
HICD   Human and Institutional Capacity Development
HR     Human Resources
HRM    Human Resources Management
IQS    Indefinite Quantity Subcontract
IP     Intellectual Property
IRI    International Republican Institute
ISFED  International Society for Fair Elections and Democracy
ISO    International Organization for Standardization
ISU    Ilia State University
JSC    Joint Stock Company
Kaizen Kaizen, a Tetra Tech Company
LEPL   Legal Entity of Public Law
LM HICD Last-Mile HICD
LT HICD Long-Term HICD
MAG    Mediators' Association of Georgia
MEL    Monitoring, Evaluation and Learning
MVP    Minimum Viable Product
NASP   The National Agency of State Property
<table>
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<tr>
<th>Acronym</th>
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<tr>
<td>NGO</td>
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<tr>
<td>NUPAS</td>
<td>Non-U.S. Organization Pre-Award Survey</td>
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<td>OCA</td>
<td>Organizational Capacity Assessment</td>
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<td>PDO</td>
<td>Public Defender of Georgia</td>
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<td>PMC</td>
<td>Personnel Management Center</td>
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<td>PMCG</td>
<td>Policy Management and Consulting Group</td>
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<td>Public Movement “Multinational Georgia”</td>
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<td>Public Relations</td>
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<td>RFP</td>
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<td>SA</td>
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<td>SoW</td>
<td>Scope of Work</td>
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<td>SRFI</td>
<td>Security Risk and Fraud Inquiry</td>
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<td>Short-Term HICD</td>
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<td>TIG</td>
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<td>ToC</td>
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<td>USG</td>
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<td>WAPOR</td>
<td>The World Association for Public Opinion Research</td>
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EXECUTIVE SUMMARY

Administrative notice: Due to the global outbreak of COVID-19, the World Health Organization and the Government of Georgia (GoG) recommend maintaining social distance. To eliminate close contact with our partners, service providers, and other counterparts, we conduct daily project activities through virtual means of communications.

This is the second quarterly report for the USAID/Georgia Human and Institutional Capacity Development (HICD) Activity, covering the period of April 1 to June 30, 2021. The HICD Activity is implemented by Kaizen, a Tetra Tech Company (Kaizen) in conjunction with its local subcontractors, Policy Management and Consulting Group (PMCG), GEC JSC (GEC), GEPR, TBSC Consulting (TBSC), PMO Business Consulting (PMO), Development Evaluation and Progress Assessment Consulting (DEPA), GeoWell Research, and Personnel Management Center (PMC). The objective of the HICD Activity is to achieve lasting results in the human and institutional capacity development of key strategic partner institutions in Georgia that play an important role in fulfilling the country’s development objectives. The HICD Activity will increase the organizational integrity, operational effectiveness, and long-term viability of key partner organizations, which, in turn, anchor the country’s reform efforts across all development sectors. It also operates a Center of Excellence (CoE) that supports Georgian organizations pursuing HICD initiatives independent of direct donor assistance.

This quarter, the HICD Activity has successfully continued implementation of the program with the Cultural-Humanitarian Fund “Sukhumi”. In addition, we started several new Short-Term HICD (ST HICD) activities with: 1) Public Defender of Georgia (PDO), 2) Georgian Association for Public Opinion and Research (GAPOR), 3) Elections and Political Processes (EPP) Implementing Partners. 4) Mediators’ Association of Georgia (MAG), 5) Georgian National Competition Agency (GNCA), and 6) Sakpatenti, the National Intellectual Property Center. Moreover, we completed procurement process for a Long-Term HICD (LT HICD) program with the Civil Service Bureau (CSB) and announced an open competitive bidding process for a ST HICD program with the National Agency of State Property (NASP).

Furthermore, on June 24, 2021, the HICD Activity held the CoE virtual launch, which was attended by 114 participants. The attendees included representatives from governmental and non-governmental organizations (NGOs), Business Support Organizations (BSOs), universities, and the HICD Activity’s subcontractors. During the launch event, the HICD Activity’s CoE Manager presented the CoE concept and member services, and
opened member registration while encouraging the attendees to complete a member needs assessment survey. As of June 30, 2021, the HICD CoE has 32 new members (28% of the event attendees registered).

In addition, three new consulting companies joined the pool of the HICD Activity Indefinite Quantity Subcontract (IQS) holders: DEPA, GeoWel Research, and PMC. Currently, there are eight subcontractors (GEC, PMCG, PMO, TBSC, GEPRRA, DEPA Consulting, GeoWel Research, and PMC) under the HICD activity, for which subcontractor development activities are being planned. The duration of the subcontract is three years from April 2021 to December 2023.

To evaluate the HICD Activity’s Georgian subcontractors’ capacity, the HICD Activity employed an Organizational Capacity Assessment (OCA) tool. The assessment tool was adapted in conjunction with the Non-U.S. Organization Pre-Award Survey (NUPAS) tool to include open-ended questions, along with a self-assessment questionnaire and a file upload section. The subcontractors’ average performance evaluation baseline score is 2.43.

No Exchange Visitors (EV) support activities were scheduled during this reporting period.

As outlined above, this report describes this quarter’s primary activities for each of the project’s four components. The Results Reporting Table and Financial Report are in Annexes A and B.
SECTION I: PROJECT BACKGROUND

The HICD Activity is implemented by Kaizen and its Georgian subcontractors: GEC JSC, PMCG, GEIPRA, TBSC, PMO, GeoWel, DEPA, and PMC. The purpose of the activity is to achieve lasting results in the human and institutional capacity development of key strategic partner institutions in Georgia that play an important role in achieving the country’s development objectives. These may include governmental, non-governmental, and private sector entities for all types of HICD services. The HICD Activity will increase the organizational integrity, operational effectiveness, and long-term viability of these key partner organizations, which, in turn, anchor the country’s reform efforts across all development sectors.

The HICD Activity does not replace the Mission’s existing technical assistance activities. On the contrary, it complements existing technical knowledge with organizational development expertise and provides advisory services in the areas of skills enhancement and systemic improvements to select organizations while developing the capacity of GoG agencies, local civil society organizations (CSOs), and private sector institutions to provide training and organizational and management services.

The HICD Activity draws on its local subcontractors to carry out performance assessments and implement multiple performance solutions to achieve overall program goals. We will only engage foreign expertise when no qualified Georgian firms and/or individuals are available.

To build and improve local expertise in the field of organizational development, the HICD Activity offers local service providers various means to transfer HICD know-how, including coaching, mentoring, and training to their own organizations.

The project has four components:

1) HICD Services:
   - **Long-Term (LT) HICD** services are a USAID model of structured and integrated processes designed to identify fundamental causes of performance gaps in host country partner institutions, address those gaps through a wide array of performance solutions in the context of all human performance factors, and enable cyclical processes of continuous performance improvement through the establishment of performance monitoring systems. These are large, holistic activities that seek to improve the overall performance of the institution.
   - **Short-Term (ST) HICD** services are limited in scope and look at a specific section/role of the partner institution rather than the institution in its entirety. They may or may not be followed by further interventions, subject to Mission review and approval. ST HICD activities are often utilized when a partner institution is not yet ready to absorb an LT HICD intervention or when such an intervention is not necessary. ST HICD services could be a stand-alone performance assessment, targeted performance solution, or a monitoring system that will equip the partner institution with a long-term capability to monitor performance and identify emerging gaps independently.
   - **Last-Mile (LM) HICD** services target leading local institutions that require catalytic efforts to establish their organizations as role models suitable for emulation or replication across their given sectors. Hence, a key distinguishing factor between LM HICD and other types of HICD services is that the former is designed for high-performing entities that have already come a long way in developing HICD systems.
and are in need of last-mile assistance to establish themselves as leaders in their respective sectors that other institutions can learn from.

2) **Center of Excellence (CoE):** Our CoE will connect those advancing HICD and shared national goals in a vibrant peer network within and across partners, regions, and organizational levels to provide practical support and incentives for local professionals to lead HICD and apply the Collaborating, Learning and Adapting (CLA) toolkit. Our online and in-person events incorporate analytics and user feedback models with top resources available on flash drives for off-line uses. The CoE will be sustained by competitively selected local stakeholders from the end of year three.

3) **Local Subcontractor Development:** For Local Subcontractor Development, the HICD Activity uses the Kaizen Accelerator approach, which supports subcontractors to cooperate by sharing experiences learning and installing donor-compliant systems, policies, and procedures in the Georgian context, while also competing to win large donor awards either independently or as a consortium.

4) **Exchange Visitors (EV) Support:** The HICD Activity provides a complete range of EV support services to all USAID/Georgia programs, including language testing, medical certification, health insurance enrollment, security risk inquiry, and J-1 visa processing as per ADS 253. The project conducts this demand-driven service in response to requests from implementing partners.

As a cross-cutting theme, gender is integrated into all activities of the project by identifying and addressing any gender-related disparities experienced by employees within the partner institutions. As applicable, the project will also integrate gender-related considerations into the HICD cycle to ensure that the policies, procedures, and practices of the partner institutions do not discriminate on the basis of gender identity.
SECTION II: HICD SERVICES

Civil Service Bureau (CSB)

Background: CSB is a legal entity of public law (LEPL) under the Prime Minister of Georgia that coordinates implementation of the civil service reform throughout government agencies at central and local levels. It promotes implementation of centralized policy, as well as the development of a professional, career-based civil service. To achieve this goal, CSB ensures improvement of relevant legislation, establishment of efficient and transparent governance that meets the highest ethical standards and supports the implementation of anti-corruption policy in civil service organizations.

Functional analysis of CSB was carried out by the EU Twinning program in 2019. The analysis identified performance gaps and demonstrated the need for further analysis of specific CSB functions and the adaptation of existing legal acts into real practice.

Since then, CSB has broadened its mandate and new functions have been added to it, like the coordination of civil servants’ professional development system through the accreditation of training programs and the monitoring and evaluation of risks for ethical conduct by civil servants.

In addition, it is essential to analyze CSB’s human resource capacity to address the challenges caused by the pandemic. The EU’s recommendations emphasized need to increase CSB’s staff number (specifically, in the Human Resources (HR) and analytical units) and to establish a hotline service. Considering the scarcity of resources caused by the pandemic, implementation of these recommendations requires further assessment and reevaluation.

Activities during the reporting period:

Performance Assessment – In close cooperation with CSB leadership, the HICD Activity identified specific needs and directions that the upcoming performance assessment should focus on. Together with CSB, the HICD Activity developed the performance assessment scope of work (SoW), which was approved by both CSB leadership and USAID.

Through this intervention, the HICD Activity will assess CSB’s existing performance, compare it to the optimal model, and identify performance gaps and their root causes. We will then develop a set of solutions for USAID’s further consideration. Should USAID approve, we will continue supporting CSB to implement the proposed solutions.

HICD Partner Organizations for this Quarter

- Civil Service Bureau (CSB)
- Public Defender Office (PDO)
- Georgian Association for Public Opinion and Market Research (GAPOMR)
- Elections and Political Processes (EPP) Implementing Partners:
  - International Society for Fair Elections and Democracy (ISFED)
  - Georgian Young Lawyers’ Association (GYLA)
  - Transparency International Georgia (TIG)
  - Eastern European Centre for Multiparty Democracy (EECMD)
  - Georgian Institute of Politics (GIP)
  - Public Movement Multinational Georgia (PMMG)
- Mediators’ Association of Georgia (MAG)
- Georgian National Competition Agency (GNCA)
- Sakpatenti, The National Intellectual Property Center
- Cultural-Humanitarian Fund “Sukhumi”
- National Agency of State Property (NASP)
The performance assessment will be implemented by our subcontractor PMCG. On June 25, PMCG presented their team and the technical approach to the leadership of CSB. The program will start on July 1 and will run through the end of September 2021.

Public Defender of Georgia (PDO)

*Background:* PDO is an independent constitutional body which plays a critical role in safeguarding human rights and freedoms in Georgia. It employs 149 individuals, including 105 public servants and 44 contract employees in its head office and nine regional branches, and operates 17 structural units as part of its current organizational structure. Following the reorganization carried out over the period of October to December 2020, certain functional and structural changes were introduced which resulted in organizational restructuring.

HICD 2020, a predecessor to the HICD Activity, carried out the Human Resource Management (HRM) system improvement program with PDO in 2020. The program assisted the organization in developing the 2020-2022 HR strategy and action plan, HRM procedures, and an employee performance appraisal framework, which PDO subsequently adopted and currently applies in its day-to-day operations. Given PDO’s commitment to institutionalizing HRM best practices and to building on prior assistance and successes, the HICD Activity will provide additional support through consultancy and capacity building efforts. The areas of requested assistance directly respond to the newly adopted HR strategy and action plan, and resonate with expert findings and recommendations developed during HICD 2020.

The program consists of two components. Component I focuses on the institutionalization of HRM best practices across PDO, while Component II aims to improve PDO’s IT infrastructure and IT security capabilities.

*Activities during the reporting period:*

**Component I: Institutionalizing HRM Best Practices**

On April 27, the HICD Activity organized a kick-off presentation to PDO’s leadership and HR Department, where the HICD Activity’s local subcontractor, PMCG, presented their technical approach, project timeline, and discussed shared expectations and planned activities.

On May 10, the HICD Activity contracted a local HRM consultant through PMCG to develop HRM procedural documents and train/coach PDO representatives as part of the program to institutionalize HRM best practices across the organization. The consultant held seven coaching sessions for five HR Department staff, and two trainings for 20 line managers. The coaching and training topics covered:

- HR partnership model and modern challenges in HRM, including pandemic and post-pandemic challenges;
- Employee satisfaction, engagement, and motivation;
- Employee satisfaction survey development with a focus on research areas/questions to be included in PDO’s employee satisfaction questionnaire;
- Talent management;
- Strategic HR, organizational development, and change management;
- Internship and adaptation at the workplace (concept notes drafted for both topics);
- Performance appraisal skills (for line managers).
Under the HRM consultant’s coaching and guidance, HR Department employees finalized the employee satisfaction survey, and transferred it in the google survey format. The survey covers the questions around PDO’s mission and values; engagement and motivation; communication; personal development; management style and feedback. The survey content will be reviewed by the PDO’s top management (deputies) and cleared prior to its launch.

The plans for July are to organize focus group sessions on HR branding, talent management and motivation. In addition, the draft internship concept which was developed will be aligned with the new internship guidelines recently adopted by CSB.

The period of performance for this component is May 10 – October 15, 2021.

Component II: Improving IT Infrastructure and IT Security Capabilities

The HICD Activity scheduled a scoping meeting with PDO for July 6 to understand and discuss their specific needs and expectations. The programmatic details will be included in the next quarterly report.

Georgian Association for Public Opinion and Research (GAPOR)

Background: HICD 2020, a predecessor to the HICD Activity, joined efforts with the Ilia State University (ISU) to form a professional Community of Practice for promoting independent and impartial opinion polling through establishing GAPOR.

GAPOR was registered on March 2, 2021, with the mission to:
- Champion high scientific and ethical standards in public opinion polling and survey research;
- Assist researchers in building their knowledge in research methods and analyses;
- Foster development of professional research standards;
- Promote the use of public opinion polling and survey research in democratic policy and decision making;
- Communicate the value and limitations of public opinion polling and survey research to the media and the public;
- Foster partnerships and professional alliances among pollsters and researchers in academia, government, civil society, and the media.

GAPOR has requested the HICD Activity’s support for developing its core strategic documents to serve as a roadmap for its institutional development and effective service provision. The program will ensure that GAPOR has a robust system in place for the successful fulfillment of its mission.

Activities during the reporting period:

Institutional Development and Effective Service Provision
On May 19, the HICD Activity organized a kick-off presentation with the GAPOR’s General Secretary, where PMCG presented their technical and management approach, project timeline, and discussed shared expectations and planned activities.

On May 24, the HICD Activity contracted PMCG to assist GAPOR in developing its core strategic documents, service provision manual, and their Transparency Initiative, and to provide expertise/consultancy in strengthening GAPOR’s institutional capacity and systems. Upon completion of the program, GAPOR will be equipped with a three-year strategic plan, a two-year action plan, a service provision manual, and the Transparency Initiative Framework. The PMCG team consists of two consultants: a Team Leader/Organizational Development Expert and an Organizational Development Consultant. The HICD Activity also contracted two distinguished international polling experts, Professor Michael Traugott and Professor Peter Miller to provide subject matter expertise and share international best practices for similar associations such as American Association for Public Opinion Research (AAPOR) and the World Association for Public Opinion Research (WAPOR) with GAPOR and the consultants.

The consultants interviewed 13 Board Members and three representatives of domestic polling associations not associated with the Board. Additional interviews are planned with non-members to understand their rationale for abstaining from membership, and their expectations going forward. On July 1, the HICD Activity and the consultants also plan to meet with the International Republican Institute’s (IRI) Resident Program Director for Georgia as part of the external stakeholder analysis. IRI is GAPOR’s main donor, together with the HICD Activity, providing funds for technical events and activities, and access to necessary technical resources.

The consultants have started analyzing, compiling, and systematizing the interview data and findings for the environmental scanning analysis report to be shared with GAPOR and the international experts. They will begin working on the Transparency Initiative document, ethics standards and their enforcement mechanism shortly after the presentation is made. The report will be structured around the following topics:

- Rationale behind GAPOR’s establishment;
- Key challenges of professional practice and socio-political and societal factors influencing public opinion polling in Georgia;
- GAPOR’s long-term vision from the Board Members’ perspective;
- Strategic priorities;
- Membership policies and member attraction;
- Potential services, including fee-based services;
- Potential initiatives to support education in research and public opinion polling;
- Professional standards and potential mechanisms to ensure standards enforcement;
- Structuring of the association.

The plans for the coming reporting period are to hold additional meetings with external stakeholders, including research organizations, and finalize the report findings for broader presentation.

The period of performance for the program is May 24, 2021 to November 19, 2021.

**Elections and Political Processes (EPP) Implementing Partners**

*Background:* The HICD Activity supports USAID’s selected EPP Implementing Partners: International Society for Fair Elections and Democracy (ISFED), Georgian Young Lawyers’ Association (GYLA), Transparency International (TI) Georgia, Eastern European Centre for Multiparty Democracy (EECMD), Georgian Institute of
Politics (GIP), and Public Movement Multinational Georgia (PMMG). All six organizations play an important role in shaping policymakers, and the electoral and political landscape in Georgia through reporting on a broad range of issues contributing to Georgia’s democratic development.

The program consists of two components:
- Component I focuses on improving the EPP Implementing Partners’ report writing capacities. It will help each partner to apply rigorous reporting standards and follow international best practices in reporting electoral and political developments in Georgia.
- Component II focuses on increasing their engagement with the public through more targeted and cogent messaging, using various platforms and communication vehicles to achieve higher efficacy in communications.

Both components aim to maximize the analytical impact of the implementing partners’ activities across a diverse set of stakeholders.

All selected partners acknowledge the importance of strengthening their skills in reporting and communicating issues, which are central to improving Georgia’s political and electoral environment, as well as upholding its democratic freedoms and consolidating democratic gains. They expressed commitment and sincere appreciation of the HICD Activity’s support in implementing this program.

Activities during the reporting period:

Component I: Improving Report Writing Capacities

The HICD Activity contracted the International Reporting Consultant Mr. Preston Lindler on May 12, 2021, to work with EPP implementing partners on improving their report writing capacities. After a thorough review of their election-related reports, policy briefs and publications, the consultant held individual consultation sessions with each organization’s leadership to discuss his initial desk review findings and develop a rubric for the first round of trainings.

The trainings with all six partners were organized throughout June. Their purpose was to raise quality of reporting to meet or exceed donor standards, increase visibility of partner reporting domestically, and raise profile of partners and partner efforts internationally. The training topics focused on reporting styles and structures; how to identify and engage target audience; how to formulate neutral statements – “biased neutrality”; attracting media/public attention; when and how to report on alleged violations; specific consideration from past reports, and general observations.

A total of 55 people from all six organizations attended the training, including regional representatives from ISFED and GYLA. The attendees were well engaged with the subject matter and had specific and pointed questions about the material, especially as it related to matters of neutrality and the relative severity of electoral violations. For GIP and EECMD, which are functionally similar and do not report on election-related matters, the focus was more on quarterlies and annuals as opposed to specific programmatic outputs and election reporting. For them, the training also covered larger questions related to increasing the visibility of reports, public materials, scholarly reports, alongside discussions over general donor reporting standards. For GYLA and ISFED, whose regional teams were well represented,
discussions also focused on project reporting more generally, specifically writing for the public. Specific sections included demystifying reporting to include less legal and NGO technical language in an effort to make reports more approachable.

From July 25, the international consultant began planning for the next round of consultations with the EPP partner leadership. During these sessions, the consultant will delve into specifics that are of interest to each organization and will schedule subsequent trainings with more targeted content in mind. The initial recommendations for round two are to create two-four smaller breakout groups for ISFED, TI and GYLA to make trainings more intimate and discussion-oriented.

The period of performance for Component I is May 12 to November 31, 2021.

Component II: Strengthening Strategic Communications Capabilities

The HICD Activity initiated the recruitment process of a local consulting company from our IQS pool. On June 10, 2021, we released a call for applications with a deadline of June 24. On June 17, we organized a Q&A session between potential bidders and EPP partners to exchange information and respond to specific questions related to the bid and the strategic communications SoW.

The HICD Activity received only one application in response. Following its review by the evaluation committee, it was decided to reopen the call via the domestic recruitment platform www.jobs.ge to broaden the qualified bidder pool, and to seek more eligible applications. The advert was posted on July 2.

Due to the HICD Activity’s decision to reopen the call, we aim to launch this intervention in early August.

The selected local consulting company and its proposed experts will strengthen the partners’ strategic communication capabilities to better reach out and engage with various target audiences. They will work closely with each partner and coach them to develop the most effective strategic communication tactics tailored to the needs of various audiences, given each partner’s unique mission and positioning. Additionally, they will advise on the effective use of different avenues for strategic communication such as the mainstream and alternative media, including social media, and how to apply different communication tools like infographics and state-of-the-art visual and audio content to get their messages across for better-quality reporting and presentations.

Mediators’ Association of Georgia (MAG)

Background: MAG was established in 2019 with 55 founding members. It regulates professional qualifications and ethical standards of mediators and facilitates the development of both in-court and out-of-court mediation. Mediation is an alternative mechanism for dispute resolution that enables disputing parties to settle conflicts by finding mutually beneficial solutions with the help of a neutral third party – the mediator. It offers a less costly and less time-consuming alternative to court.

MAG’s prime objectives are to:

- Regulate mediators’ activities and make mediation generally available;
- Develop a profession of mediation and determine issues related to mediator qualifications;
- Determine the common standard of the professional ethics for mediators and ensure its execution through disciplinary proceedings;
- Ensure an effective private and judicial mediation process;
- Make mediation a frequently used instrument for alternative dispute resolutions;
- Raise mediation awareness and increase public confidence level;
 Protect the rights of mediators;
 Introduce and develop best practices of mediation in Georgia.

The MAG leadership is open to changes and strives to strengthen organizational effectiveness and institutionalize modern management and public outreach functions. Specifically, the HICD Activity will support MAG to:

 Develop HRM systems, including HR strategy (policy and procedures), motivation system, functional job descriptions, training needs assessment, etc.;
 Develop procurement and material-technical database management manual; and
 Draft PR and marketing strategy and its corresponding action plan.

Activities during the reporting period:

Component I: Develop the Human Resource Management (HRM) System

The HICD Activity, through its local subcontractor GEC, started implementation of this component with a kick-off meeting on May 13. During the meeting, GEC presented its team of consultants and the technical approach to MAG managers. This was followed by the review of all legal documents regulating activities of the organization. GEC also facilitated working meetings with the managers and members of the executive board to explore their expectations about the mandate of the HR department. As a result of the analyses of their feedback, our consultants developed the draft outline of the corporate HRM policy concept and guidebook that was submitted to the leadership of MAG for approval.

In the next reporting period, our consultants will finalize the HRM policy and procedural guidebook and its supporting documents.

The HICD Activity plans to finalize this component in late July 2021.

Component II: Improving PR/Communication Practices

The HICD Activity and GEC reviewed MAG’s PR/Communications and Branding Strategy and identified specific areas of assistance to increase MAG’s presence in society. We drafted the SoW to develop a one-year communication action plan for MAG. In addition, our consultants will provide intensive coaching to MAG’s PR and other relevant managers to implement the action plan successfully.

Following the HICD Activity’s request, GEC assembled the team of consultants and developed the technical approach for improving MAG’s communication with the public. We were planning to present the technical approach to the leadership of MAG on June 30 and start the program on July 6. However, MAG approached us with a request to postpone program implementation till late September – early October 2021.

Georgian National Competition Agency (GNCA)

Background: GNCA is an independent LEPL that is accountable to the Prime Minister of Georgia and society. GNCA was established based on the Law of Georgia on Competition in 2014. The main tasks of the Agency are to strengthen the competition policy in Georgia, to create and protect the conditions conducive to the development of market competition, and to detect and prevent all types of anti-competitive agreements and actions. Based on the recommendations developed under the EU-supported project, critical amendments to the
Competition Law entered into force on November 4, 2020. These amendments are fully in line with European best practices and the Deep and Comprehensive Free Trade Areas (DCFTA) Agreement requirements and reflect basic principles of the EU Competition Law. Moreover, in 2020, additional functions were added to the Competition Agency, including enforcement of the anti-dumping laws and consumer protection laws, as well as oversight of the Public Procurement Dispute Council.

The leadership of the agency is committed to organizational improvements to ensure delivery of diverse quality services to various stakeholders and beneficiaries of the agency. The HICD Activity will assist GNCA to strengthen its planning, performance, and monitoring capabilities, and to improve its PR and communication functions.

Activities during the reporting period:

Component I: Strengthening the Agency’s Planning, Performance and Monitoring Capabilities

From June 1, the HICD Activity and GEC started working with GNCA to enhance and institutionalize its long- and medium-term planning, evaluation, and monitoring systems. In the reporting period, the HICD Activity and GEC consultants conducted an analysis of GNCA’s legal documents and facilitated a series of meetings with internal and external stakeholders. The list of internal stakeholders included all senior and mid-level managers of the agency, while the external respondents included representatives of all major business organizations and key experts of the field. This exercise enabled our experts to collect comprehensive information about current priorities and challenges of the agency.

On June 20, our consultants delivered a methodological workshop for the managers of the agency to familiarize them with the long-term planning tools and techniques. In the next reporting period, GEC will deliver planning workshops to the representatives of specific departments to identify sectoral goals and priorities and explore new perspectives.

The HICD Activity plans to complete the program by the end of September 2021.

Sakpatenti, the National Intellectual Property Center of Georgian

Background: Founded in 1992, Sakpatenti is a key public institution under the Prime Minister’s Office responsible for protecting intellectual property (IP) in Georgia through devising and enforcing IP-related policies. The IP protection covers inventions, designs, trademarks, geographical indications, copyrights, new varieties, and breeds.

Sakpatenti was a recipient of assistance from HICD 2020, a predecessor to the HICD Activity. HICD 2020 carried out Sakpatenti’s performance assessment to identify gaps hindering its performance, and recommended solutions to close those gaps. Based on the assessment findings, HICD 2020 helped Sakpatenti to improve its core processes and set up a comprehensive quality management system. As a result, Sakpatenti is now equipped with a Business Process Manual (BPM) for its core management, and support processes, a Quality Management Handbook (QMH), and a Staff Training and Capacity Development System. In May 2019, Sakpatenti approved the QMH and the BPM, and deployed all redesigned processes across the agency. Sakpatenti intends to use the processes streamlined with the help of HICD 2020 as the basis for internal and external audits to get International Organization for Standardization (ISO) 9001 certified.

The communication audit performed in 2020 revealed that Sakpatenti’s importance is poorly communicated to the public, resulting in low levels of awareness of the IP-related issues and lack of information about Sakpatenti
and the crucial role it plays in protecting and promoting IP nationwide. The need to enhance effectiveness of Sakpatenti’s public outreach practices, and strengthen its communication function in general, was noted as a top priority by Sakpatenti representatives, emphasizing the importance of increasing engagement with all relevant stakeholders in Georgia to foster IP protection and enhance its impact on Georgia’s business development, economic recovery, and social progress.

Sakpatenti has therefore requested the HICD Activity’s support for improving its communication practices.

*Activities during the reporting period:*

**Improving Effectiveness of Communication Practices**

On May 27, the HICD Activity organized a kick-off presentation to Sakpatenti’s leadership and its PR Department where PMCG presented their technical and management approach, project timeline, and discussed shared expectations and planned activities.

On June 1, the HICD Activity contracted PMCG to assist Sakpatenti in improving the effectiveness of its communication practices through developing a three-year communications strategy and a one-year action plan; building its public outreach capacity; designing targeted public awareness campaigns; and creating a brand book. The team consists of three consultants: a Team Leader/Lead Communications Consultant, Senior Communications Expert, and a Brand Book Designer.

The consultants commenced the desk study by getting acquainted with Sakpatenti’s past and current communications practices, 2020 communications audit report findings, and various sources and platforms used by the agency for communications purposes. The team developed two questionnaires for qualitative research to evaluate Sakpatenti’s current communication practices, expectations, and resources, and to establish its brand identity. The research aims to examine the agency’s top communication priorities, target audiences, messaging toolbox, international best practices of similar agencies, crisis management approach, past successes and failures, and communication campaign planning. To better understand Sakpatenti’s brand, the second questionnaire focuses on the brand’s vision, mission and values, along with its core purpose and related drivers, positioning, slogan, and characteristics.

In the period of June 11 – 24, the HICD Activity put the program on hold due to the removal of Sakpatenti’s Chairman from the office, and resumed activities shortly after the appointment of the Acting Chairman. On June 26, the consultants and the HICD Activity met with the Deputy Chairman and interviewed her as part of the qualitative research component. On June 29, the consultants also interviewed the Acting Chairwoman to understand her perspective around the agency’s communication practices. The team plans to hold in-depth interviews with approximately 20 respondents in the coming reporting period.

The period of performance for the program is June 1 to November 15, 2021.

**Cultural-Humanitarian Fund “Sukhumi”**

*Background:* Fund “Sukhumi” was established in 1997 as a non-profit NGO. Its mission is to promote social, economic, and political empowerment of women by building their capacities, raising their social and legal awareness, and supporting them to develop as equal partners, active citizens, and decision-makers.
In July 2020, USAID/Georgia conducted a pre-award assessment of Fund “Sukhumi”. The pre-award assessment’s objective was to determine whether the organization has sufficient financial and managerial capacity to manage USAID funds in accordance with U.S. Government (USG) and USAID requirements.

The assessment concluded that Fund “Sukhumi” currently does not have sufficient financial management and accounting systems in place to adequately safeguard USG resources. The Fund’s internal controls, financial management capacity, and accounting practices and procedures must be improved to sufficiently manage and fully account for USAID funds.

The HICD Activity assists the Fund to improve their performance in the identified areas.

The program consists of three components:

- **Component I** focus on improving Fund “Sukhumi’s” Admin/Finance systems and envisions streamlining their procurement and HR business processes. After the completion of Component I, Fund “Sukhumi” will be able to effectively manage their recently-obtained USAID grant while following USAID procurement and budget management regulations as well as the requirements of Georgian tax code. Component I is implemented by the HICD Activity’s Field Office staff and will be completed in early July.
- **Component II** focuses on improving the project management skills of Fund “Sukhumi’s” staff. For this component, the HICD Activity competitively hired a project management consultant who will work closely with Fund “Sukhumi” to develop a Project Management Manual and conduct series of trainings on effective project management techniques. The implementation of this component will start on July 2, 2021.
- **Component III** will focus on strengthening the grants management capacity of Fund “Sukhumi”. This component will be also outsourced and implemented by an international and/or local consultant(s). The implementation of this component will start in the second half of July 2021.

We are planning to complete all components by the end of September 2021, as agreed upon with USAID.

The selected partner organization acknowledges the importance of strengthening their individual and organizational skills in all aspects listed above and expressed their willingness and commitment to actively participate in all ongoing and planned activities. The Fund has a headquarters in Kutaisi and another branch office in Tbilisi. Currently, due to the COVID-19 pandemic all activities and workshops take place virtually, however, if the epidemic situation in the country gets better, the HICD Activity staff/consultants may visit Fund “Sukhumi’s” head office in Kutaisi to observe the changes in action.

Activities during the reporting period:

**Component I: Improving Administrative and Financial Management Systems** – This component covers activities aimed at improving Fund “Sukhumi’s” administrative and financial management systems.

Specifically, during this reporting period the HICD Activity:

- Streamlined Fund “Sukhumi’s” internal controls, procurement, and financial reporting practices;
- Improved its general administrative and human resources management systems.
In addition to trainings conducted during the previous quarter, the HICD Activity staff conducted webinars on the remaining topics from the Financial Management part of this activity:

- Cash accounting method vs accrual accounting method;
- USAID travel policy regulations;
- Reports from sub recipients and tax complications.

Following the HICD Activity’s recommendation, Fund “Sukhumi” purchased and started using an accounting software ORIS.

In addition, we completed drafting the Finance Manual and its corresponding forms. We are currently formatting the document that will be shared with the Fund in early July. Moreover, based on our recommendation, Fund “Sukhumi” purchased and started using an accounting software ORIS. Previously, the Fund has been recording their financial operations in Excel program, which has limited functionality in regards to financial reporting and analysis.

We also completed assessing and improving Fund “Sukhumi’s” procurement and HR practices. Specifically, trainings covered the following topics:

**Procurement Management:**

- How to initiate the procurement process;
- When to organize competitive procurement for purchasing goods or services;
- USAID regulations on competitive selection process of a subcontractor;
- How to conduct a transparent and unbiased procurement;
- How to avoid conflicts of interest in the procurement process;
- What is a Request for Proposals (RFP) and/or Request for Quotations (RFQ);
- How to draft a comprehensive and user-friendly RFP/RFQ;
- How to write a detailed and informative Selection Memorandum;
- USAID requirements on source and origin;
- Prohibited/restricted goods;
- Bribes, cashbacks, and illegal transactions during the procurement process;
- Contract types and their execution;
- Filing system of the procurement process.

**HR Management:**

- How to develop an HR Manual based on the Georgian Labor Law and USAID requirements;
- Latest updates of the Georgian Labor Law on working hours, holidays, overtimes, and other benefits;
- How to conduct transparent recruitment process;
- Selection and hiring procedures;
- Salary calculation and negotiation;
- Documenting the recruitment process;
- Employment agreement and its main components;
- Job Descriptions and their importance;
- Safety and security procedures at the workplace;
- Confidentiality requirements;
- Policy against harassment;
- Conflicts of interests and ways of avoiding them;
- Leave types and leave policies;
• The importance of having and executing timesheets;
• Yearly performance evaluations;
• Employee dismissal steps and procedures.

The Procurement Manual and its supporting forms have been submitted and approved by the Fund’s management. The HR Manual has been also updated and will be submitted to the Fund in early July.

As a result of this component, the Fund will have all admin/finance processes and procedures in place, which will help them to become more sustainable and efficient while conducting their day-to-day activities following the newly established standards and guidelines.

**Component II: Increase Project Management Capacity of the Fund through Developing Project Management Manual and Delivering Trainings on its Use** – During this quarter, we selected and contracted a local consultant to implement this activity. The kick-off meeting will take place on July 2.

**National Agency of State Property (NASP)**

*Background:* NASP is an LEPL under the Ministry of Economics and Sustainable Development of Georgia. In August 2020, the Agency merged with the Service Agency (SA), another LEPL but under the Ministry of Finance. The prime objectives of the newly reformed agency are:

- Management and administration of state movable and immovable property;
- Transfer of the State property for use;
- Exercising powers of a partner/shareholder in enterprises with state ownership;
- Management of strict accounting forms related to the agreement, registration, preparation, storage, usage and expertise-utilization of state-owned assets;
- Support in managing the property of the physical and legal entities, including, via e-auction web-page: www.eauction.ge.

*Activities during the reporting period:*

**Modernization of Business Processes** – On June 2, the HICD Activity and the USAID representatives met with the leadership of NASP to collect information about their needs and constrains resulted by the merge of the agency with the former SA. Following the meeting, we developed a SoW and obtained USAID’s approval to streamline activities of the agency. During a five-month program, we will provide NASP with effective operational tools and process guidelines to improve its performance in all functional dimensions. On June 17, the HICD Activity announced an open competition for interested local bidders and anticipates finalizing the procurement process in mid-July.
SECTION III: CENTER OF EXCELLENCE

The HICD CoE represents a dynamic hub providing Georgian partners with HICD knowledge, tools, research, and support. It will facilitate peer-to-peer learning across organizations to empower and motivate reformers and accelerate enduring capacity of the local organizations through the transfer of ideas, experiences, good practices, and expertise. The CoE rollout approach aims at: 1) increasing interest in the performance improvement domain, and the capture and further distribution of HICD content; 2) providing a strong network basis for ongoing learning, creating incentives and positive peer pressure to enhance the impact of other project activities; 3) creating ownership of performance improvements, enabling the localization of resources and thus helping increase sustainability of performance improvement efforts in Georgia.

During this quarter, in preparation for the CoE launch, we finalized the design of:
1. The “strawman” Facebook page (https://www.facebook.com/usaahicdcoe), which includes a minimal set of features based on our user experience vision to test the CoE value assumption. The HICD CoE Minimum Viable Product (MVP) includes an introductory video, member registration option, a list of the upcoming CoE events, link to a database with selected resources for the members (Google drive for content storage), and a link to a quick survey on potential customer needs. The proposed early version of the CoE focuses on a few customers, to adapt the product to their preferences utilizing a build-measure-learn feedback loop which will encourage validated learning. We will pivot the CoE MVP based on MEL findings. Several iterations will be needed to finalize the product.
2. A CoE member Facebook group will ensure unhindered online communication between the members. The CoE will be member-driven: the members’ needs and priorities will increasingly determine the focus and direction of HICD CoE activities, and CoE activities focus on the practical application of international best-practices, not just theory. The CoE will prioritize member-based contributions: members will commit to giving back to the CoE by supporting the advancement and reform initiatives of their peers. The CoE will seek to maintain free and open access and use of resources developed by the HICD community, while also increasing awareness of more specialized services available from qualified vendors. We are currently brainstorming on the CoE outreach and communication strategy and will submit the final document to USAID in early July 2021.

The HICD Activity organized the CoE virtual launch on June 24 with 114 participants in attendance. The event attendees included representatives from governmental organizations, NGOs, Business Support Organizations (BSOs), universities, and the HICD Activity’s subcontractors. During the launch, The HICD Activity’s CoE Manager presented the CoE concept and member services, and opened member registration while encouraging the attendees to complete a member needs assessment survey. 63 respondents (55% of the event attendees) completed the survey. The key findings are as follows:

Priority issue areas for the survey participants are:
1. Organizational Change Management (42%);
2. Business Process Optimization (25%);
3. Human Resource Management (HRM) Models and Approaches (16%)

The preferred format for the CoE events is:
1. Executive Roundtables (ERTs)/Roundtables (30%)
2. Online Trainings (30%).

70% of the survey respondents would prefer online events rather than in-person meetings. Additionally, 70% of the respondents reported that they would attend the events once a month, while 20% would join events twice a month. Finally, 82% of the respondents would prefer to receive the event updates via email.

The HICD CoE has 32 new members (28% of the event attendees registered) as of June 30, 2021. We are currently developing services under the freemium and premium membership packages. Free services for CoE members include: ERTs, brownbag discussions, e-trainings, Organizational Capacity Self-Assessment (OCA), organizations’ MEL capacity assessment, member case studies and experience videos, access to a library of tools and templates, and fact briefs on organizational development models and approaches. The premium package includes: expert/situation support, HICD Academy certification, resource compilation and recommendations, and certificates of accomplishment. The CoE offers personal professional growth and development for individual members, while organizations benefit from increased organizational improvement capacity via cost-effective training and support.

<table>
<thead>
<tr>
<th>CoE Member Organisations</th>
<th>Registered Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mindworks</td>
<td>1</td>
</tr>
<tr>
<td>2. ICF</td>
<td>2</td>
</tr>
<tr>
<td>3. Association of Training and Development (ATD)</td>
<td>1</td>
</tr>
<tr>
<td>4. HRT Professional Association</td>
<td>1</td>
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<tr>
<td>5. International Digital Institute (IDI)</td>
<td>1</td>
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<tr>
<td>6. International Professional Education Development Institute</td>
<td>1</td>
</tr>
<tr>
<td>7. Global HR Solutions</td>
<td>1</td>
</tr>
<tr>
<td>8. Social Justice Center</td>
<td>1</td>
</tr>
<tr>
<td>9. PIMCO</td>
<td>1</td>
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<tr>
<td>10. ARCO</td>
<td>1</td>
</tr>
<tr>
<td>11. State Procurement Agency</td>
<td>2</td>
</tr>
<tr>
<td>12. Peace Fund for a Better Future</td>
<td>1</td>
</tr>
<tr>
<td>13. Association of Young Economists of Georgia</td>
<td>1</td>
</tr>
<tr>
<td>14. Georgian Manufacturers Association</td>
<td>1</td>
</tr>
<tr>
<td>15. Volunteer Blood Donors</td>
<td>0</td>
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<tr>
<td>16. A2P</td>
<td>1</td>
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<tr>
<td>17. International Teaching University of Management and Communication, AITERRIDGE</td>
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</tr>
<tr>
<td>18. State Audit Office</td>
<td>2</td>
</tr>
<tr>
<td>19. GEC</td>
<td>1</td>
</tr>
<tr>
<td>20. Knowmore of Taviani</td>
<td>1</td>
</tr>
<tr>
<td>21. Georgian Integrated Systems (GIS)</td>
<td>1</td>
</tr>
<tr>
<td>22. Language Commision</td>
<td>1</td>
</tr>
<tr>
<td>23. Georgian Tourism Association</td>
<td>1</td>
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<tr>
<td>24. IWMI/ACCESS</td>
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<tr>
<td>25. PDO</td>
<td>1</td>
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<tr>
<td>26. AECO</td>
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<tr>
<td>27. Fund &quot;Platform&quot;</td>
<td>1</td>
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<tr>
<td>28. Confederation of Safety/Education Organizations, CoSELO</td>
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<tr>
<td>29. CTC</td>
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</tr>
<tr>
<td>30. LEPL, Agency of Protected Areas (APA)</td>
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<tr>
<td>31. Akhalkheli Adult Education Centre</td>
<td>1</td>
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<tr>
<td>32. Initiative Group</td>
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<tr>
<td>33. TIU Tour</td>
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<tr>
<td>34. Academy of Business &amp; Technology</td>
<td>1</td>
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<tr>
<td>35. LEPL, State Audit Institute</td>
<td>1</td>
</tr>
<tr>
<td>36. Georgian Institute of Politics</td>
<td>1</td>
</tr>
<tr>
<td>37. ICF</td>
<td>1</td>
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<tr>
<td>38. Samtel</td>
<td>1</td>
</tr>
<tr>
<td>39. Georgian Logistics Association (GLA)</td>
<td>1</td>
</tr>
<tr>
<td>40. Georgian Chamber of Commerce and Industry</td>
<td>1</td>
</tr>
<tr>
<td>41. GOSIA</td>
<td>1</td>
</tr>
<tr>
<td>42. Georgian Tourism Association</td>
<td>1</td>
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<tr>
<td>43. DEPA Consulting</td>
<td>4</td>
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<tr>
<td>44. Georgian Entrepreneurs Association</td>
<td>1</td>
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<tr>
<td>45. Transparency International Georgia</td>
<td>1</td>
</tr>
<tr>
<td>46. A2P Consulting</td>
<td>1</td>
</tr>
<tr>
<td>47. Gastronomic Association of Georgia</td>
<td>1</td>
</tr>
<tr>
<td>48. GPRC</td>
<td>1</td>
</tr>
</tbody>
</table>

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SECTION IV: MONITORING, EVALUATION, AND LEARNING

During the reporting period, the HICD Activity onboarded the full-time MEL Specialist. The MEL Specialist will closely work with the HICD Activity CoE Manager to develop one page Activity Monitoring Spreadsheets for each ongoing HICD program. The spreadsheets will include a brief description of the activity Theory of Change (ToC) and a set of indicators that will be linked to an intended result (output or outcome) of the program, and relevant baselines, targets, and indicator definitions. The HICD Activity will submit the relevant activity monitoring spreadsheets later in July.
SECTION V: LOCAL SUBCONTRACTOR DEVELOPMENT

USAID/Georgia’s Country Development Cooperation Strategy (CDCS) calls for implementers to invest in country-owned models of inclusive development and build sustainable capacity in the countries where USAID works. Through this strategy, USAID/Georgia placed a renewed emphasis on local capacity building, so that US assistance strengthens the actors and institutions responsible for transforming their countries. The HICD Activity is committed to USAID’s goal of strengthening local capacity and incorporates this vision into the project. Specifically, the HICD Activity works toward the goal of integrating HICD approaches into the operations and institutional culture of the selected local institutions and organizations. The HICD Activity aims to further the transfer of knowledge of HICD methodologies to key actors in Georgia.

During this quarter, the HICD Activity added three more consulting companies to its IQS pool. The new organizations joining the HICD IQS pool include: DEPA Consulting, GeoWel Research, PMC. Currently, there are eight subcontractors (GEC, PMCG, PMO, TBSC, GEPR, DEPA Consulting, GeoWel Research, and PMC) under the HICD Activity for which subcontractor development activities are being planned. The duration of the subcontract is three years from April 2021 to December 2023.

In June 2021, the HICD Activity employed the Organizational Capacity Assessment (OCA) tool to evaluate Georgian subcontractors’ capacity. The assessment tool was adapted in conjunction with the Non-U.S. Organization Pre-Award Survey (NUPAS) tool to include open-ended questions, a self-assessment questionnaire, and a file upload section. The evaluation was done via the Survey Monkey platform, allowing the local organizations to fill out a survey and attach files according to the suggested list. The survey questions covered standard industry practices in the following operational areas: 1) Governance and Legal Structure, 2) Financial Management and Internal Control Systems, 3) Administration and Procurement Systems, 4) Human Resource Systems, 5) Program Management, 6) Project Performance Management, 7) Organizational Management and Sustainability.

The results were analyzed and scored by the HICD Activity team using following scoring system: 1 - low capacity, 2 - basic capacity, 3 - moderate capacity, and 4 - strong capacity. 87.5% of the HICD Activity’s IQS holders (PMCG, GEC, GEPR, PMO, TBSC, DEPA and PMC) completed the organizational capacity assessment (OCA). The HICD Activity evaluation team assigned scores for the OCA open-ended questions, the IQS holder organizations self-assessment scores were provided for each subsection of the OCA tool. The final individual score for each organization was calculated by averaging sub-section scores. The baseline score for the above seven service provider organizations reported for the PMP indicator 3.1.2, subcontractors’ average performance evaluation score, is 2.43 (the maximum OCA score is 4.00). The HICD Activity is developing 1.5-2-year individual development plans for each subcontractor to achieve the target score for the next evaluation process, which will be done by the end of the current IQS period.

The individual development plans will be developed and finalized during the next quarter and will include online courses, personalized guidance by the HICD Activity team (including Kaizen home office team and contracted consultants) as necessary.

At the same time, the HICD Activity will offer participation in the HICD Academy to its local subcontractors, which will include start-to-end individual coaching, online courses and access to necessary materials for organizational development. The HICD Academy will be led by Mr. Klaus Wittkuhn. Upon completion of the Academy, the IQS holders will receive Academy Certificate showing their HICD credentials. Details about the HICD Academy, including the cost-share by the project, will be finalized in July 2021 and all information will be shared with USAID.
SECTION VI: EXCHANGE VISITORS SUPPORT

The HICD Activity provides a complete range of EV processing services to USAID programs in Georgia, including language testing, medical certification, health insurance enrollment, security risk inquiry, and visa processing as per ADS 252. EV processing is a demand-driven service that the HICD team provides in response to requests from implementing partners.

More specifically, to ensure that ADS requirements are met, the HICD Activity administers a comprehensive range of participant processing services related to:

- Coordinating Security Risk and Fraud Inquiry (SRFI) with the Mission.
- Health and Accident Coverage (HAC) enrollment.
- Visa processing support, including the preparation of the supporting documents for J-1 visa applications.
- Designing and facilitating pre-departure orientation for participants on all aspects of USAID sponsorship, in accordance with USAID policy.
- Tracking and reporting participants and program activities based in the U.S. that are fully or partially funded by USAID the agency’s TEAMS reporting system. The HICD staff serves as R1/R2 (see the list below) to enter and verify exchange visitor data and upload support information in TEAMS.
- Monitoring participants for punctuality and completion of their program and return to home country.

To administer the above services in an efficient and timely manner, the HICD Activity closely coordinates with the implementing partners who request support for nominated training participants.

The HICD Activity TEAMS operators are:

- R1 (Initiator) – Tamar Shalamberidze
- Alternate R1 – Nino Phuturidze
- R2 (Verifier) – Dea Pagava
- Alternate R2 – Eka Leonidze

No exchange visitors support activities were scheduled during this reporting period.
## ANNEX A: RESULTS REPORTING TABLE

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Year</th>
<th>Program Year 1 2020-2021</th>
<th>Program Year 2 2021-2022</th>
<th>Program Year 3 2022-2023</th>
<th>Program Year 4 2023-2024</th>
<th>Program Year 5 2024-2025</th>
<th>Disaggregated by</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Quarter</td>
<td>Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td></td>
</tr>
<tr>
<td><strong>PIR 1: HICD Capacity of Partner Institutions Strengthened</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1.1. Number of Georgian institutions receiving USG assistance (denominator for CBLD-9)</td>
<td>Target</td>
<td>8</td>
<td>15</td>
<td>25</td>
<td>35</td>
<td>40</td>
<td>14 governmental organizations and NGOs receiving ST HICD services including EPP Implementing Partners (6 NGOs), CSB, PDO, Sakpatenti, GAPOR, GNCA, MAG, NASP, &amp; Fund “Sukhumi”.</td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>12</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1.2 Number of Georgian institutions receiving USG assistance that demonstrate improved performance (numerator for CBLD-9)</td>
<td>Target</td>
<td>N/A</td>
<td>5</td>
<td>10</td>
<td>18</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1.3 Percent of U.S. Government-assisted organizations with improved performance (Standard Foreign Assistance Indicator, CBLD-9)</td>
<td>Target</td>
<td>N/A</td>
<td>33%</td>
<td>40%</td>
<td>51%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2.1: Percent of partner institutions receiving long- and short-term HICD services having developed standard monitoring systems and/or tools</td>
<td>Target</td>
<td>N/A</td>
<td>10%</td>
<td>25%</td>
<td>35%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
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</tr>
</tbody>
</table>
1.1.3.1: Percent of partner institutions engaged in collaboration through cohorts’ approach toward a selected Georgian national goal

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>5%</th>
<th>12%</th>
<th>22%</th>
<th>33%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2.1.1: Percent of Georgian LM partner institutions that are actively serving as the role models of Georgian led development

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>N/A</th>
<th>75%</th>
<th>75%</th>
<th>75%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PIR 2: CoE Established & Operationalized as Effective, Innovative, and Sustainable Hub for KM**

2.1.1: Percent annual increase in CoE utilization

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>10%</th>
<th>10%</th>
<th>10%</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
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<td></td>
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</tbody>
</table>

2.2.1: Local ownership of CoE

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
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</tbody>
</table>

**PIR 3: The Subcontractors Develop Systems, Policies, and Procedures that Enable them to Compete for and Manage Large Donor Awards**

3.1.1 Number of subcontractors leading LT, ST and LM programs

<table>
<thead>
<tr>
<th>Target</th>
<th>3</th>
<th>3</th>
<th>4</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>2</td>
<td>2</td>
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</table>

3.1.2: Subcontractors’ average performance evaluation score

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>N/A</th>
<th>3.1</th>
<th>3.1</th>
<th>3.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
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</tbody>
</table>

**PIR 4: USAID-Sponsored Exchange Visitors Successfully Avail of the Contractor’s Participant Training (J-1 Visa) Processing Services**

4.1.1: Percent of exchange visitors that express satisfaction with EVs processing services

<table>
<thead>
<tr>
<th>Target</th>
<th>N/A</th>
<th>90%</th>
<th>90%</th>
<th>90%</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
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<td>N/A</td>
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