

RICDOG



REPORT

SECRETARY GENERAL – IRAKLI TEVZADZE
DECEMBER 2024 – NOVEMBER 2025

REPORTING PERIOD
11.2024 – 11.2025





The present report was submitted to the General Assembly of RICDOG members in November 2025 by the Secretary General, Irakli Tevzadze.

The report was approved by the organization's members with full majority support.

The published version includes several changes of a purely technical nature, and these revisions do not alter the context, data, and/or content.

INTRODUCTION

This reporting period coincided with the formation of a difficult political and legal environment in Georgia, which became particularly concerning due to the policies and legislative initiatives directed against civil society organizations.

The so-called “Agents’ Law,” new initiatives to regulate grants, and normative changes aimed at restricting civic space represented not only a serious challenge to our organization’s activities, but also a systematic attempt to undermine the value-based foundation on which RICDOG’s mission and vision is built.

In this difficult environment, the organization was forced to simultaneously:

- ensure internal institutional resilience,
- develop effective crisis management mechanisms,
- maintain and strengthen relations with partners,
- reinforce its public reputation and influence,
- and, in this challenging situation, identify opportunities to transform the current reality into a more favorable environment — not merely to continue our activities, but to make our work broader in scale, more development-oriented, and more effective.





FOREWORD



For the results outlined in this report, I would like to extend my sincere appreciation to every member of the organization's team - our volunteers, members, board members, honorary general secretaries, presidium members, and founders. Special thanks go to all those who see RICDOG not merely as a workplace, but as a center for supporting social development and as a model where the contributions of committed and principled individuals are both important and essential.

Without that unity and internal support, the organization would not have been able to become what it is today. It would not have been able to respond to challenges in the way we managed together.

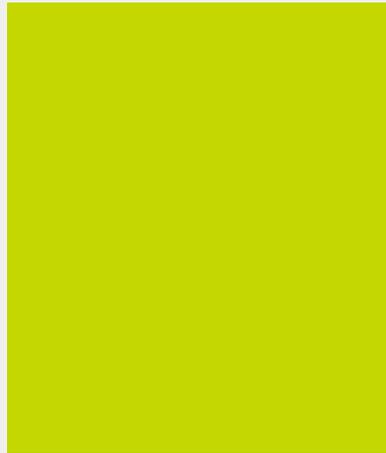
I believe it is the result of the organization's collective work that we are among the best examples of civil society in this city and, in fact, among the few organizations that continues its work without ever considering stopping, giving up, or pausing.

It is also a collective achievement that no international organization or diplomatic representation in the city holds a meeting or reception without our organization. Our views matter to them and not only to them - they are also important to representatives of international media and researchers.

It is also a collective achievement that we continue to defend and promote our values.

IRAKLI TEVZADZE

NOVEMBER 2025



KEY OUTCOMES

More than 1,500 Beneficiaries Reached

During the reporting period, the organization worked with more than 1,500 beneficiaries, including young people, parents, representatives of civil society organizations, and others.

RICDOG Strategy 2035 Developed

Work on the concept for Strategy 2035 was completed with the involvement of 5 board members and 10 organization members.

Strategic Planning Retreat for Leadership

A strategic off-site meeting with the management team became the main platform for defining long-term vision and planning sub-strategies.

Strategic Camp for Organization Members

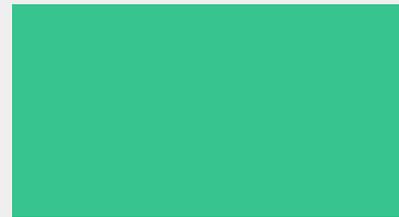
For the first time, a co-financed strategic camp for members was organized.

Member Participation in Strategic Planning

Members actively participated in the research and concept development process, strengthening co-ownership and engagement in strategy planning.

11 Grant Applications Prepared

The organization prepared 11 grant applications. 6 were funded, 2 were implemented.





Kutaisi Young Leaders Programme

One cycle of the Kutaisi Young Leaders Programme (NLP) was implemented with 6 young participants.

Personal Development Programme Introduced

A Personal Development Cycle programme was launched for youth in Kutaisi.

Crowdfunding & Community Support

The organization successfully implemented three crowdfunding initiatives.

Financial Incentives for Members

12 organization members received financial incentives for their programmatic work.

80 Volunteers Engaged

Three cycles of the volunteer programme were implemented, involving 80 participants.

“It Still Exists” Campaign

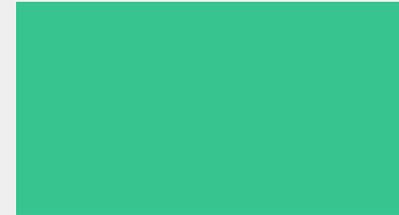
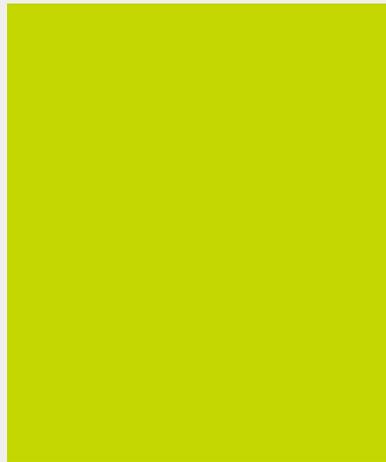
The campaign raised approximately 20,000 GEL, and provided support to 120 children and 30 families.

Orbeliani Meti Campaign - 4,000 GEL Raised

The campaign raised 4,000 GEL supporting 25 children's education and integration.

Another campaign enabled the implementation of an 8,000 GEL initiative .





Emergency Support in Imereti

Up to 5,000 GEL was raised to support communities affected by the emergency situation caused by heavy snowfall in the Baghdati municipality of the Imereti region

Advocacy & Civic Engagement

Participation in “Your Voice” Coalition. Active participation strengthened the organization’s advocacy line.

30 Joint Public Statements

RICDOG became a signatory to around 30 joint public statements

Advocacy & Civic Engagement

The organization actively participated in advocacy campaigns supporting European values

Media & Communication Impact

Around 200 media materials were produced and disseminated

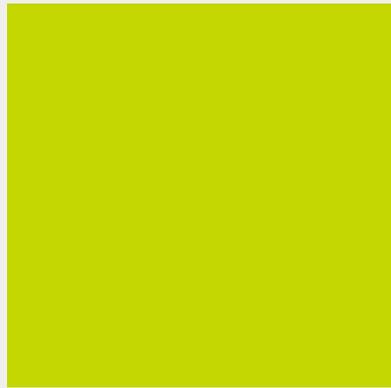
32 Television Reports & Interviews

Including 32 TV reports, interviews, and broadcasts presenting the organization’s work

Website Relunched in Two Languages

The organization’s website was updated and redesigned in two languages





Multi-Channel Communication

A multi-channel communication approach was introduced

Social Media Growth

Facebook engagement increased by 40%, reaching 12,960 followers

Instagram Growth

443 followers and 821 published posts on Instagram.

TikTok Growth +86%

TikTok followers increased by 86%, reaching 1,573 followers. (27)

International & National Engagement

Participation in 15 National and International Events. Including Europe Day and diplomatic events such as the Czech Embassy reception.

Major Programs Implemented

4 Major Programmes Successfully Completed

- United for Democracy
- Organizational Support Grant
- USAID Support Programme
- SCRDOG Grant Component

New Programs Launched

- REACT for Georgia
- Civic Education Champions Programme

Institutional Recognition & Partnerships

RICDOG Became a Civil Society Hub Organization
In March 2025, RICDOG gained the status of a civil society hub organization.





Partnership Programmes on Conflict Transformation

Two programmes implemented on conflict transformation and activism support (DinA)

Meetings with Diplomats

RICDOG hosted the Ambassador of the Czech Republic and the Head of Partnership of the EU Mission.

Meetings were also held with diplomats and representatives from France, the Netherlands, the UK, Germany, and UN agencies.

Engagement with International Researchers & Journalists

RICDOG shared its positions with around 20 international researchers and journalists.

Youth Civic Education Impact

USAID Civic Education Component Continued

Using its own resources, RICDOG implemented a component of the suspended USAID Civic Education programme.

200+ Youth Initiatives Implemented

Students carried out 200+ initiatives in 12 municipalities.

Youth Activities & Exchanges

- Around 190 young participants were involved in these activities.
- The organization implemented 3 camps and around 10 services.
- 3 Camps and 10 Services Implemented
- 5 International Exchange Programmes
- 5 exchange programmes were implemented with 18 participants.

Organizational Turnover

During the reporting period, the organization's financial turnover amounted to more than 200,000 GEL.



STRUCTURAL DEVELOPMENT AND STRATEGIC PLANNING

During the reporting period, the organization paid special attention to the development of its internal structure and the definition of strategic directions for the coming decade. Work began on the sub-strategies of the RICDOG Development Strategy 2035. The strategy development process was preceded by a special off-site meeting of the Board, during which participants collectively discussed both internal challenges and changes in the organization's external environment.

During the strategy development process, members were also actively involved. They played an important role both in the development of concepts and in carrying out research and part of the writing work.

Alongside the development of strategic documents, the organization began working on a crisis management strategy (later developed into a handbook), which included both prevention and analysis stages, as well as concrete action plans for situations in which unfavorable circumstances might threaten the organization's activities or image.

It is noteworthy that the involvement of organization members in this process was not a formality; on the contrary, they were empowered and participated as equal actors in the decision-making process.

Ultimately, the organization developed:

1. RICDOG Development Strategy 2025–2035
2. RICDOG General Concept / Meta-Framework
3. RICDOG 2035 New Engagement Structure
4. RICDOG Communications Strategy 2025–2035
5. Human Resources (HR) Strategy
6. Fundraising Strategy 2025–2035
7. Unified Crisis Management Document
8. RICDOG 2035 - Theory of Change (Theory of Change / Change Path Model)
9. Logical Framework (Logframe - Goal/Outcome/Output/Activities/Indicators)
10. Unified KPI Matrix (HR + Finance + Comms + Engagement)





STRUCTURAL DEVELOPMENT AND STRATEGIC PLANNING

It was also important to create opportunities for member development. The following were implemented:

- Supervision processes (the Board held approximately 80+ such meetings with members),
- A project writing course for members (2-month programme) and an English speaking course (2-month programme),
- Members actively participated in programmes and organizational activities (9 programmes/projects in total),
- Their participation in exchange programmes was also actively supported (4 exchange programmes).



It is also noteworthy that the organization implemented three cycles of the volunteer programme (one of which is still ongoing) and developed the “Kutaisi Young Leaders Programme” (NLP), which served the development of leadership skills at the local level. To support young people (students), we also launched a new Personal Development Cycle programme.

The main activities implemented in these directions were:

- Throughout this period, work was underway on the RICDOG Development Strategy 2035 and the relevant sub-strategies, as well as on the elaboration, refinement, and drafting of the strategic document concepts. For this purpose, the following took place during the reporting period:



- Consultation meetings, including 1 strategic off-site Board working meeting;
- 1 camp for organization members, implemented through co-financing (from organizational resources and members' co-financing);

The majority of organization members were involved in the development of various documents, including research, concept development, and writing processes, which included consultation meetings, joint discussion sessions, online and offline group work, and individual work;

- Meetings of organization members were devoted to the development of the crisis management strategy and related work

Creation of opportunities for the development of organization members:

- Supervision programme,
- Ensuring their participation in programmes/projects and in the organization's activities,
- Participation of members in decision-making processes,
- Capacity development programmes: exchange programmes (4), project writing course (1), English language training programme (1)
- Development and implementation of the RICDOG volunteer programme (3 times).
- Work on the development and implementation of the Neuro-Linguistic Programming leadership programme, namely the Kutaisi Young Leaders Programme (1 cycle).
- Work on the development and implementation of the Personal Development Cycle programme (1 cycle).
- Discussion of strategies to reduce harm to the organization in relation to the new laws, including work on crisis management strategies and making relevant decisions together with members.



ENSURING FINANCIAL SUSTAINABILITY

RICDOG intensified its work in the direction of financial sustainability. 11 grant projects were prepared, of which 6 were funded, although due to legislative changes only 2 — REACT for Georgia and the Champions Programme — were implemented. It was not possible to implement the new CAN (European Green Fund) programme, the PIN programme, the Goethe-Institut programme, or the Berghof Foundation programme.

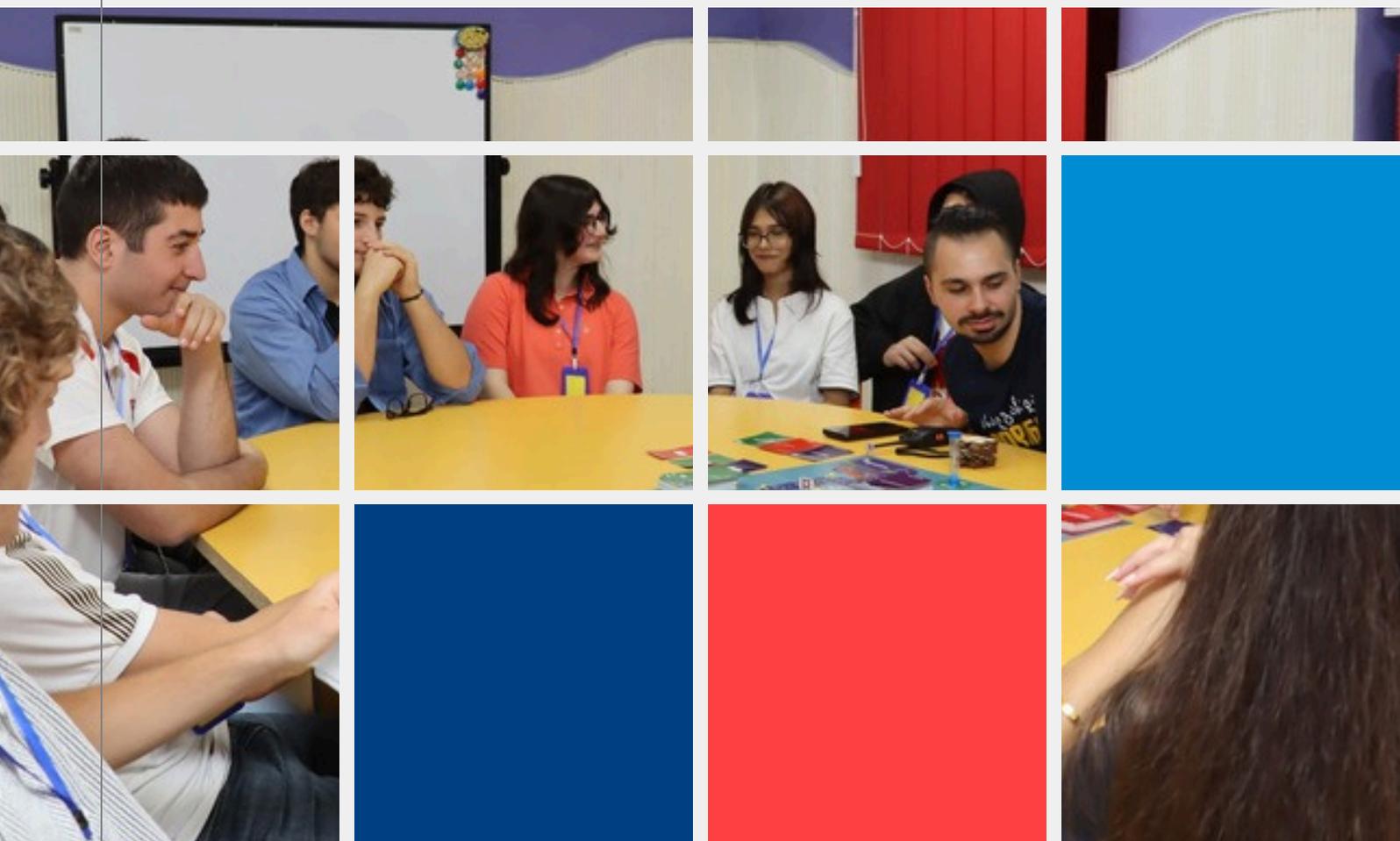
At the same time, in 2025 the organization was implementing 5 already existing projects. Of these, 2 projects were implemented through a partnership model, which demonstrates the organization's collaborative and flexible structure.

An important step was the provision of technical assistance to another organization within the framework of the ACCESS project, which is related to sharing access to RICDOG's resources and to alternative income sources.

During the reporting period, members' active participation in 4 different programmes was recorded, which also resulted in financial compensation for their work — in total, 12 members received remuneration.

Two income-generating programmes were launched, indicating the organization's readiness to achieve long-term economic stability. It is also worth noting the formation of the social enterprise concept and the start of active work on its development.

In addition, crowdfunding approaches were widely used — both through the traditional charitable campaign "It Still Exists" and through ideas posted on the Orbeliani Meti platform (2x), which made it possible to secure the necessary financial resources for specific social and educational purposes.



CORE COMPONENTS

- Preparation of grant projects and submission to donors (11 projects prepared, 6 funded, 2 implemented);
- Implementation of grant projects (during the reporting period, 7 projects were implemented:

- 1) funded by Nesehnutí,
- 2) funded by CAN,
- 3) funded by the Council of Europe,
- 4) funded by Konrad Adenauer Foundation and the European Union,
- 5) USAID Civic Education Programme,
- 6) USAID Rapid Response Programme,
- 7) SCR DG Rapid Response Programme);

- Implementation of partnership projects (under this approach, 1 project was implemented — the Democracy in Action Emergency Action Grant project);
- Offering / implementing services for partner organizations and other legal entities (under this approach, the organization provides technical assistance/support for the implementation of 1 programme (ACCESS). It is also worth noting the participation of organization members and board members in work across 4 other programme directions, through which 12 employees/members of the organization received financial incentives);
- Development of programmes/services that generate income and create additional resources for the organization (3 such programmes were implemented during the reporting period);
- Work on involving organization members in fundraising processes;
- Formation of a social enterprise and work on its development;
- Introduction of crowdfunding approaches (1 programme is currently being worked on under this approach, while traditionally, in November–December of last year, the “It Still Exists” campaign and 1 already implemented Orbeliani Meti programme were carried out);
- In addition, through partnerships and the use of its own contacts, the organization provided 10 types of support to different projects / donors / organizations.

It is noteworthy that the organization continues working in the direction of social enterprise and developing its concept. During the reporting period, 2 paid groups were formed in this direction, and the total number of service users reached 12 children. A major challenge in this area is working on the sales of the social enterprise, as well as strengthening its marketing and effective media communication.



PROGRAMMING DEVELOPMENT

During the reporting period, RICDOG implemented a number of substantively important programmes. Among them, the civic education programme, which was initially implemented with the support of the United States Agency for International Development (USAID), stands out. Unfortunately, by order of the U.S. Secretary of State, this programme was suspended in February 2024 and was ultimately fully terminated. Despite this, during the period of its operation the programme helped hundreds of young people develop important knowledge and skills. It is noteworthy that one component of the programme was preserved and implemented on RICDOG's initiative with the financial support of the Council of Europe.

A second important project was "United for Democracy," implemented with the support of the Czech NGO NESEHNUTÍ within the TRANSITION programme of the Ministry of Foreign Affairs of the Czech Republic. This programme was especially valuable because it contributed to the promotion of pro-European values and the strengthening of civil society at the regional level.

The Organizational Support Grant Programme, funded within the framework of the USAID Civil Society Engagement Programme, became another important milestone for the organization. Its aim was to strengthen rapid crisis response and internal resilience, which the organization implemented successfully.





NEW FUNDING / SUPPORT

It is also noteworthy that RICDOG secured new funding under a joint initiative of the European Union and the Konrad Adenauer Foundation — within the framework of the REACT GEORGIA project. The organization became a sub-grantee and was given the opportunity to implement a number of programmes over the next two years with the status of a hub organization.

At the same time, under the Council of Europe-supported programme “Democracy Starts at School,” the initiative “Civic Education Champions” was funded, with the aim of raising civic awareness and promoting critical thinking among school students.

Small-scale but thematically valuable activities (5x) were implemented in partnership, focusing on conflict transformation, promotion of the YPS (Youth, Peace and Security) agenda, awareness about the European Union, and the promotion of European values.

During the same period, the organization implemented three cycles of the volunteer club, which further increased youth engagement and civic activism. One cycle of the youth leadership programme based on NLP (Neuro-Linguistic Programming) was also implemented, focusing on personal development. With the same purpose, a new programme is being implemented in the organization — the Personal Development Cycle.

Three crowdfunding campaigns are especially noteworthy. The first was “It Still Exists” — a charitable event through which more than 20,000 GEL was raised. This resource was fully directed toward supporting socially vulnerable beneficiaries: 120 children and 30 families. The second initiative was posted on the Orbeliani Meti platform, where more than 4,000 GEL was collected and directly supported the education and skills development of 25 children.

And the third was, again, an initiative on the Orbeliani Meti crowdfunding platform, implemented with the support of the United Nations Development Programme (UNDP), with a total value of 8,000 GEL.

Main Components:

During the reporting period from December 2024 to November 2025, RICDOG implemented:

1. USAID Civic Education Programme — a programme that was suspended in February by order of the U.S. Secretary of State and later fully terminated;
2. “United for Democracy” — a programme implemented with the support of the Czech NGO NESEHNUTÍ within the TRANSITION programme of the Ministry of Foreign Affairs of the Czech Republic. The programme ended at the end of December 2024;
3. Organizational Support Programme — which received support within the rapid response grant competition of the USAID Civil Society Engagement Programme; the programme ended at the end of December.

4. The organization received funding through the competition for civil society hub organizations and became a sub-grantee of the EU & Adenauer REACT for Georgia project. The programme will be implemented over 2 years;
5. Within the framework of the Council of Europe programme “Democracy Starts at School,” the organization received funding for the programme “Civic Education Champions” — the programme will end at the end of August 2025.

Implemented in Partnership with the Organization

6. 1 small programme related to conflict management and YPS;
7. DinA activism support programme;
8. Camps and small meetings (initiatives) were implemented within the framework of various partnership projects (5x).

Implemented Programmes

- Volunteer Club — 3 cycles (1 is ongoing);
- NLP — 1 cycle; and PDC — 1 ongoing programme.

It is important that during the same period the organization implemented 2 crowdfunding programmes:

1. Charitable event “It Still Exists” — through which more than 20,000 GEL was raised, making it possible, within the framework of “It Still Exists” and the social enterprise, to provide direct assistance to 120 children, 30 families, and 25 socially vulnerable young people;
2. It is noteworthy that in 2024, for the first time, our idea was placed on the Orbeliani Meti platform, and more than 4,000 GEL was raised, which during the reporting period supported the education and social skills development of 25 socially vulnerable children;
3. In 2025, 8,000 GEL was raised within the framework of the Orbeliani Meti programme.

IMAGE AND ACTIVISM:

During the reporting period, the organization significantly strengthened its public activism. This was not merely a matter of internal positioning or support for ideas — it was direct engagement in local and national movements to defend civil liberties. RICDOG became an active participant in various platforms uniting different civil society organizations against the backdrop of the political crisis in the country.

Members of the organization participated in numerous projects aimed at developing activism at the local level. These included initiatives implemented in Kutaisi that responded to the need for both educational and social-political activities. This process was further reinforced by the fact that the organization became a signatory to 12 joint statements — statements addressed both to domestic society and to Members of the European Parliament and international partners.

Media activity also became a key point of departure for the organization — around 200 materials were prepared with the aim of introducing RICDOG’s activities to the broader public. These materials included both online publications and direct television coverage — in total, up to 26 reports, programmes, and recordings.

Over the last year, the organization strengthened its advocacy direction, and its main focus was the strengthening of various initiative groups (including through participation in them) and, more generally, the support of activism.

Over the past year, the organization:

- Participated in the activities of the NGO coalition “Reclaim Your Voice”;
- Participated in the work of the group created within the framework of monitoring by the Anti-Corruption Agency;
- Participated in the implementation of a project focused on the development of effective activism and support for activism in Kutaisi.

In addition, the organization’s members and board have been actively involved in the development and implementation of various initiatives.

During the reporting period, the organization became a signatory to approximately 30 joint letters and statements (prepared by CSOs, parties, journalists, and other groups), addressed both to society and to Members of the European Parliament and/or other international organizations.

- RICDOG also issued 1 independent statement on youth research.

During the reporting period, the organization prepared around 200 media materials aimed at presenting the organization’s work to the public and increasing its visibility. In addition to information disseminated on social media, there were also 40+ media materials, programmes and reports.

Two issues are particularly noteworthy:

- For 20+ researchers and journalists preparing materials about Georgia and the current situation, RICDOG is an important respondent and our positions matter. Accordingly, more than 20 such interviews were conducted with us during this year.
- International organizations and the diplomatic corps show very strong interest in the organization. In Kutaisi, there is no embassy reception or meeting to which we are not invited. Moreover, during this period RICDOG hosted the Ambassador of the Czech Republic and the Head of Partnership at the EU Mission, and met with representatives and senior officials (ambassadors or their deputies) from France, the Netherlands, the United Kingdom, Germany, and UN agencies.

It is also worth noting the partnership in Europe Day activities and the letter of appreciation the organization received for involving a large number of young people in Europe Day events.

Cooperation with International Donors and Partners

During the reporting period, RICDOG strengthened its relations with both national and international donors and partners. Representatives of the organization participated in 15 important events, held both in Georgia and at the international level. These events included Europe Day, meetings organized by the Embassy of the Czech Republic, and other similar platforms, which gave RICDOG the opportunity to present its work before a broad audience.

This engagement was not limited to mere participation — RICDOG actively communicated its aspirations, plans, and principle-based work, thereby strengthening trust and recognition both at the local level and among institutions of European Union member states. Through this approach, the organization reinforced its role as a reliable and principled partner in civil society.

Challenges and Recommendations

Despite its achievements, during this reporting period RICDOG had to overcome a number of challenges related to both external and internal factors.

One of the main challenges was financial stability. The organization is still largely dependent on grant funding, which, given the current political environment, creates financial uncertainty. It is necessary to strengthen the fundraising strategy, develop additional income-generation mechanisms, and fully operationalize the social enterprise as an independent financial source. The commercial development of the social enterprise also remains an important challenge. Although the concept is firmly established and initial groups already exist, growth in actual sales, strengthening of the marketing strategy, and improvement of media communication are essential.

Another strategic issue is the management of political and legislative risks. The current climate in the country indicates that the space for civil society organizations may become even more restricted. Accordingly, it is necessary to maintain a systematic advocacy strategy, mobilize partner support, and flexibly adapt the organization's internal structures in response to new challenges.



The consequences that these restrictive laws have had for RICDOG are clearly visible. For example, the organization failed to receive funding for at least 4 programmes, amounting to 500,000 GEL, and therefore could not implement important activities in the fields of youth, environmental protection, democracy, and social services.

It is also necessary to mention the legal processes initiated against us by the Anti-Corruption Bureau — the so-called monitoring and court proceedings, which, unfortunately, our side lost.

It is also worth noting that this year our legal complaint regarding the new laws was accepted for consideration by the European Court of Human Rights in Strasbourg, where the organization is one of the parties.

At the internal level, the organization also has certain needs. It is essential to strengthen human resources, develop staff competencies, and maintain member motivation — especially among those directly involved in decision-making and programme management.

Against this backdrop, RICDOG needs to further refine its strategic management mechanisms and introduce innovative approaches.

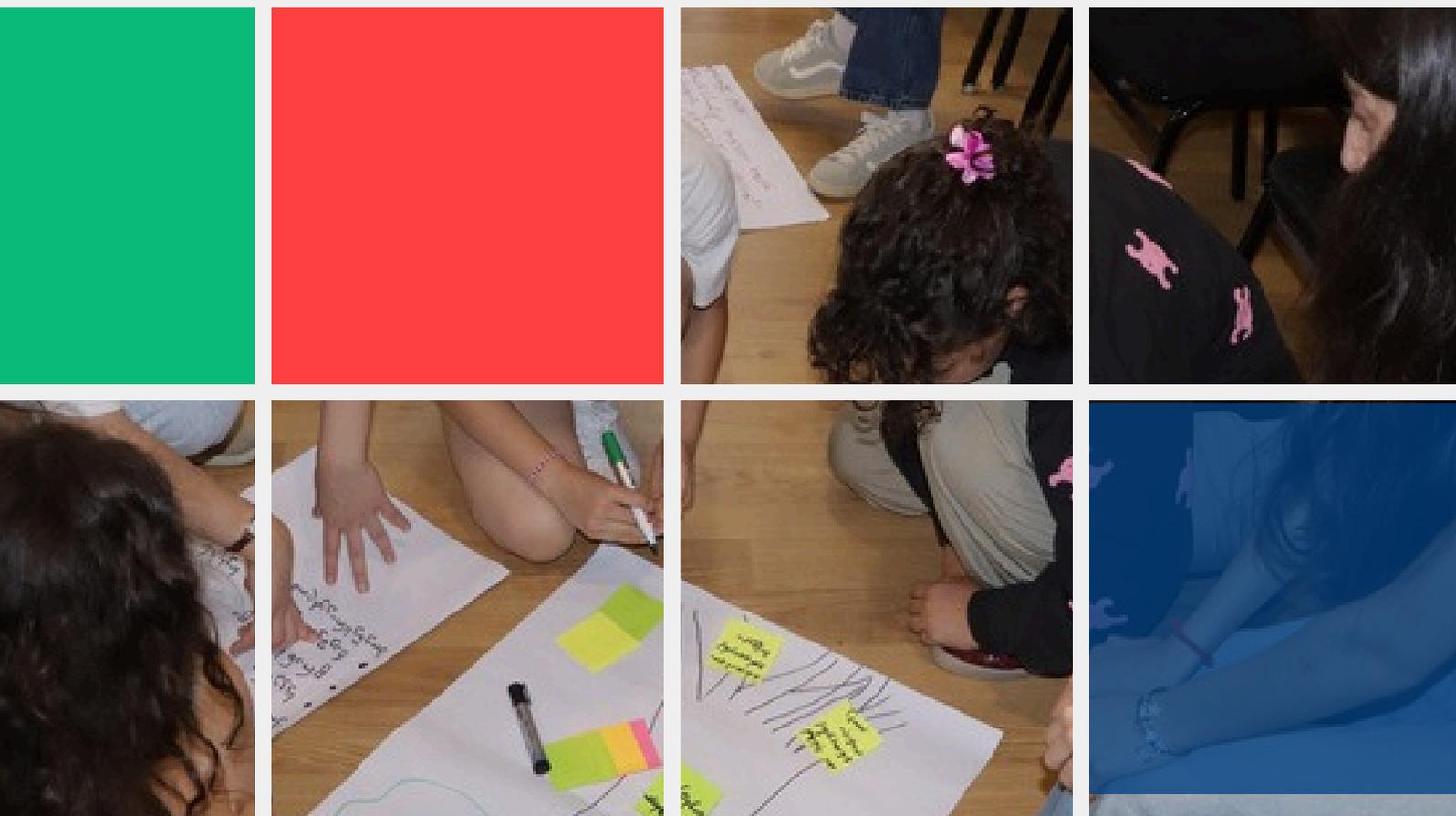


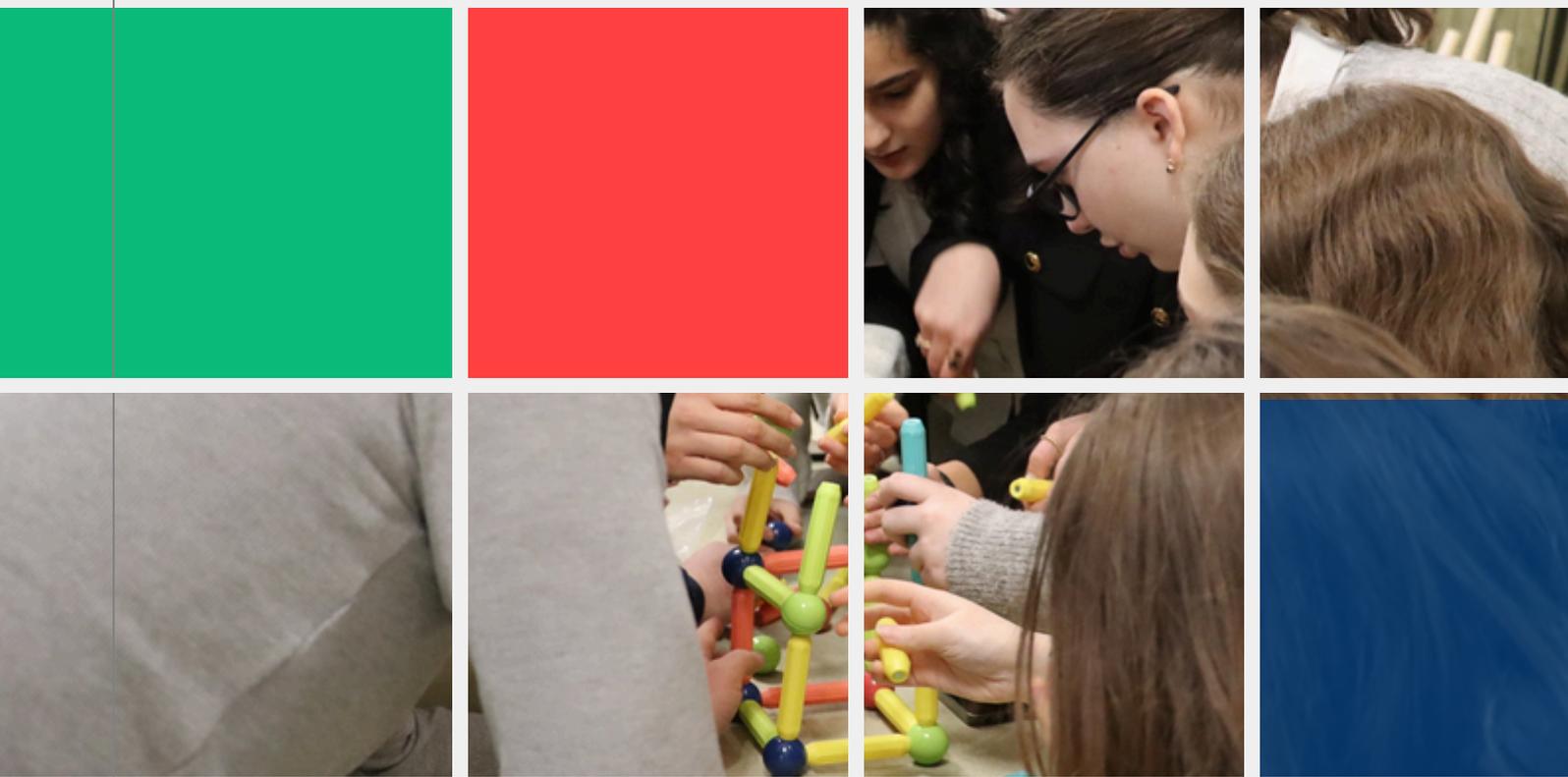
SUMMARY

This reporting period was, for RICDOG, a period of both progress and resistance. Despite numerous internal and external challenges, the organization managed not only to preserve its functioning, but also to take important steps forward in its development.

Strategic planning continued, member participation and professional growth was strengthened, the social enterprise model was formed, a number of local and international projects were implemented, and the organization's activism was also reinforced — becoming especially relevant in the current political context.

RICDOG remains one of the distinguished organizations in the region, committed to its values — democracy, equality, civic engagement, and the European choice. This report is a document confirming these very principles, showing how moving forward amid obstacles can become the foundation for growth and strengthening.





Green Office Concept

The Green Office concept was adopted by the members of the organization seven years ago as part of RICDOG's commitment to environmentally responsible practices. Since then, the concept has been actively integrated into the organization's daily operations and management processes. Through continuous efforts, the organization seeks to promote sustainable resource use and environmentally friendly practices within its activities.

Based on the assessment conducted over the past year regarding the implementation of the Green Office concept, the following aspects were identified:

Eco-friendly equipment:

- The organization is equipped with eco-friendly lighting, which contributes to energy efficiency.
- The equipment purchased during the past year complies with various environmentally friendly standards.

Energy saving:

- Electricity saving measures during non-working hours in the office are implemented at approximately 80%.

Natural lighting:

- A significant challenge in the office is the maximum use of natural lighting, which indicates the need for better optimization of daylight usage.

Paper use practices:

- Components of the Green Office concept related to paper use and waste paper management are implemented at approximately 80%.

Recommendations:

- Measures should be strengthened to encourage the maximum use of natural lighting in the office.
- The organization should develop and implement additional strategies to increase the efficiency of paper use and waste paper management.



Gender Equality Concept

The Gender Equality concept was adopted by the members of the organization approximately seven years ago as part of RICDOG's commitment to promoting equal opportunities, fairness, and inclusion within the organization. Since its adoption, the concept has been actively integrated into the organization's internal culture, policies, and programmatic activities.

Based on internal assessments conducted over the past year regarding the implementation of the Gender Equality concept, the following aspects were identified:

Organizational culture and participation:

- The organization promotes equal participation of women and men in decision-making processes, organizational activities, and leadership opportunities.
- Members of the organization actively contribute to maintaining an inclusive and respectful working environment.

Capacity building and awareness:

- Training sessions and learning activities on gender equality are periodically organized for organization members to strengthen awareness and understanding of gender-sensitive approaches.

Monitoring and internal feedback:

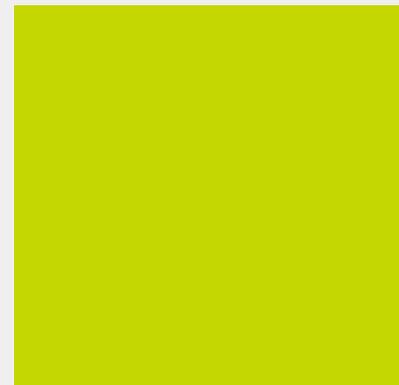
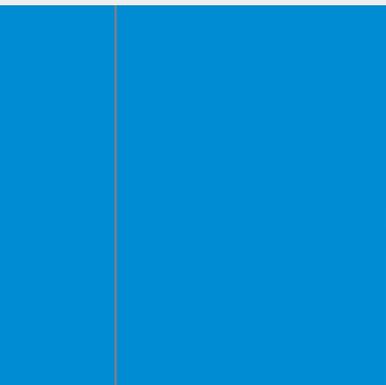
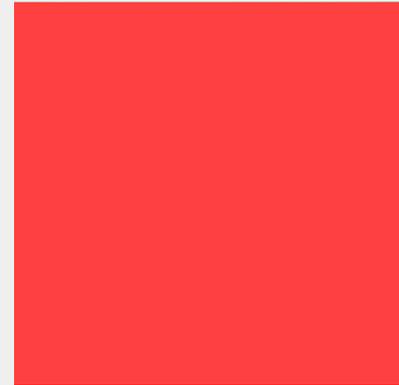
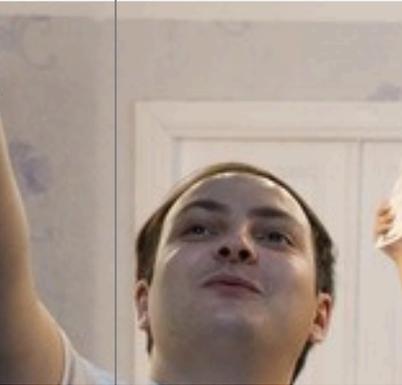
- Surveys are regularly conducted among organization members to assess perceptions, experiences, and the effectiveness of gender equality practices within the organization.

Inclusive organizational practices:

- Gender equality considerations are incorporated into the planning and implementation of the organization's programs and activities.

Recommendations:

- Continue strengthening internal awareness through regular training and discussions on gender equality.
- Further develop monitoring tools, including internal surveys, to ensure the consistent application of gender equality principles in organizational practices.



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