



*Empowered lives.  
Resilient nations.*

## **United Nations Development Programme (UNDP) in Georgia**

### **Project: “Supporting Public Administration Reform in Georgia”**

Policy Analysis and Research Grants in support of the Public Administration Reform

#### **Background**

The Administration of the Government of Georgia (AoG) has committed to reforming existing system of Public Administration. In 2015, “Public Administration Reform (PAR) Roadmap 2020” was adopted outlining six major policy areas as part of the overall PAR effort: policy development and cooperation, human resource management, accountability, service delivery, public finance management, and local self-government.

UNDP, through its Governance Reform Fund (GRF), has offered consistent support to assist AoG in successfully implementing mentioned reform. Specifically, with the funding of the UK Government, GRF has designed a multi-year initiative in close cooperation with AoG, which addresses a complementary but distinct package of specific, predetermined needs under the three (Policy development and Cooperation; Civil Service and Human Resource Management and Service Delivery) crucial areas of the PAR Roadmap.

The initiative intends to sustain, support and build key institutions and processes required for advancing the reform through offering consultancy and capacity building. It aims at the development of professional and modern civil service and public administration, ensuring the resilience of Georgia to internal and external shocks and improving citizens’ access to their rights and better public services.

Within the context introduced above, and the law on civil service having entered into force on July 2017, UNDP is announcing a call for practice-oriented policy documents.

#### **Purpose of the Grant Contest**

The purpose of this grant contest is to facilitate research and analysis initiatives in the field of public administration reform and eventually, develop the practice of evidence-based policy-making. This contributes to the general objective of contributing to the smooth, effective and timely implementation of the Public Administration Reform.

To this end, UNDP intends to:

- Support systematic, qualitative and quantitative research and analysis of the reforms that are being implemented to identify the areas of improvement;
- Build expert capacity in academia and civil society to act as a partner to AoG and other relevant government stakeholders in analysing ongoing reforms, suggesting improvements and innovative approaches;

- Help create a lasting community of practitioners in civil society and the relevant government agencies, collaborating on policy, research and skills development;
- Encourage the flow of the best, innovative international practices in the context of civil service reforms.

**The policy areas include but are not limited to:**

- Hiring, promotion, dismissal and performance measurement: such as the behavioural (e.g. role-play and simulation) methods for hiring and evaluating civil servants, review of best practices worldwide or current practices in Georgia's civil service (national or local levels);
- Policy planning: such as ex-ante or ex-post evaluation of a specific policy;
- Monitoring and evaluation: such as a review of monitoring and evaluation systems used in public services worldwide;
- Mediation and dispute resolution: studies on best practices for handling non-judicial mechanisms of handling workplace disputes, harassment cases, etc. including in international organisations;
- Implementation of the New Law of Georgia on Civil Service: such as studying its short-term outcomes and assessments by interested parties (civil servants, representatives of Legal Entities of Public Law, independent experts, etc.);
- Quality of services: such as a review of innovative models for assessing the quality of public services, including instruments to study customer satisfaction and gather feedback;
- Innovation in public service delivery: such as e-government, discussion of the drivers of innovation, innovative practices worldwide, methods for putting innovative practices into operation;
- Public service users: such as a study of user categories and incentives to reveal most passive or active user groups and their characteristics with the aim of using this information for increasing the number of public service users;
- Public services for vulnerable groups: study of special needs of vulnerable groups in relation to public services (people with disabilities, senior citizens, ethnic or linguistic minorities, foreigners and families with children);
- Development of new public services (including aspects of identification of problems during the planning process, categorization of stakeholders, formulation of legal aspects, setting indicators and establishing M&E strategies);
- Mixed models of delivery of public services: feasibility study on introduction of mixed models of public services (from international best practice experience) in sector-specific context;
- Public service motivation: such as a study of the main factors for motivation in the Georgian civil service.

**Who Can Apply**

- Non-profit, civil society organizations, think tanks, educational institutions (including public universities), training centres and similar with at least three years of proven experience in project management, policy research, policy analysis or related fields. Organizations should be registered in accordance with

the legal requirements of the Government of Georgia, must be able to provide organization's statute and the debt certificate.

## **Guidelines for Drafting and Submitting Policy Documents**

Proposals for policy documents should be submitted in English. See Policy Document Proposal Form in annex B.

The final policy document should be submitted in both Georgian and English languages.

The final policy document should be no less than 5000 words long and should consist of the following parts:

1. Executive summary;
2. Introduction of the main topic of the policy document;
3. Problem description and objectives of the policy document;
4. Review of methodology;
5. Analysis;
6. Policy recommendations;
7. References;
8. Annexes (if needed).

Successful authors will be expected to present their policy documents at the annual UNDP public sector innovation workshop.

## **Submission Guidelines for Applicants**

Interested Applicants must submit:

1. Signed and scanned Policy Analysis and Research Grants Submission Form (see Annex A);
2. Policy document proposal (see Annex B);
3. Detailed budget (see Annex C);
4. CVs of all persons participating in the grant project; CV(s) of designated researcher(s) should contain the list of academic publications (**IMPORTANT:** designated researcher(s) cannot be altered during the course of implementation);
5. Writing sample (3-5 pages) of designated researcher(s) in Georgian or English.

**IMPORTANT:** Please send budget in Excel file and all other documents in one PDF file electronically to the following email address: [nino.ghonghadze@undp.org](mailto:nino.ghonghadze@undp.org). If additional clarifications are required, questions can be sent to the e-mail indicated above. Consultation meetings will be held on: 28 July 2017 and 14 August 2017 at 17:00 at the following address: Phaliashvili str. 15A, 4<sup>th</sup> floor.

## **Project Implementation Timeframe**

Implementation period for approved projects shall not exceed five months, counted from the date of the contract signature to the date when all relevant activities have been successfully completed.

Deadline for submitting an application is **4 September 2017, 17:00 hrs. Tbilisi time**. Applications received after the deadline will not be considered.

Amount allocated for each grant is: USD 5,000-10,000. Applicants are encouraged to submit proposals with lower budgets.

Eligible costs include honorarium/salary of the project staff/researchers, travel costs, access to academic journals' databases, purchasing limited number of books, articles or publications and other costs directly associated to this assignment.

### **Selection Process**

Decisions on awarding grants are made by a Grant Selection Board (GSB). The Board will be comprised of the representatives of relevant UNDP representatives.

All GSB decisions on funding projects will be taken no later than two weeks after the closing date for applications. UNDP will inform successful applicants in writing no later than two weeks after the date of the GSB decision.

**Note:** If the total cost of awards for successful applications exceeds the overall budgeted amount, GSB will award grants according to the total score for each application, starting with the highest scored application, until the available budget has been fully committed. However, if there will still be a number of eligible applications for which grants cannot be awarded due to the insufficient funds available, these non-funded applications will, upon the consent of the GSB, be placed on a reserve list, in descending order of their scores. In the cases where applications awarded grants have subsequently been withdrawn or found non-compliant, applications will be replaced from the reserve list in order of their respective scores for funding.

### **Applications will be disqualified and will not be further considered, if they:**

- Do not comply with one or more priorities or instructions provided in this announcement;
- Are not consistent with the relevant policy documents of the GoG;
- Contradict to the principles of non-discrimination and gender equality.

### **Selection Criteria and Scoring**

Proposed policy documents will be selected based on the following criteria:

Table 1. Selection Criteria and Scoring

#	Selection Criteria	Score
1	Practicality and relevance of the policy document and the selected topic to the PAR and the needs of the reform stakeholders	Max. 10 points
2	Conceptual and technical coherence of the proposal	Max. 10 points
3	Relevance of the budget	Max. 10 points
4	Professional experience of designated researcher(s)	Max. 10 points
<b>TOTAL</b>		<b>40 points</b>

Grants disbursement schedule is outlined in the table below:

Table 2. Grant Disbursement Schedule

Timeframe	Deliverable	% of total grant
Upon signing the Project Cooperation Agreement	None	30
Upon agreement but no later than four months after the project launch	First draft of policy document (in Georgian) and interim report (in English)	70

**IMPORTANT:** You will be notified by email no later than two working days after we have successfully received your application. If you do not hear from us within this timeframe, please, contact us during the next two days and request a confirmation of receipt of email. Otherwise, UNDP will not be responsible for any potential problems in terms of considering the application.

**Attached documents:**

Annex A. Policy Analysis and Research Grants Submission Form

Annex B. Policy Document Proposal Form

Annex C. Budget Form

**Annex A.**

<b>Policy Analysis and Research Grants Submission Form</b>	
Project Title	
Name and abbreviation of the organization applying	
Registration date of organization	
Name of contact person in organization responsible for project	
Name(s) of Designated Researcher(s)	
Address of organization	
Telephone no	
Mobile no	
URL / website address and e-mail	
Local or national Georgian Partner Organization (if any)	

**Name:****Position:****Signature:****Date:**

<b>Policy Document Proposal Form</b>
Overview of the main topic of the study and the objectives of the policy document ( <i>max. 400 words</i> )
<i>Please insert text here.</i>
Review of methodology ( <i>max. 300 words</i> )
<i>Please insert text here.</i>
Outline of the policy document
<i>Please insert text here.</i>
Identification of the audience for policy recommendations (which public agency will the recommendations be directed to?) and proposed benefits for the audience ( <i>max. 200 words</i> )
<i>Please insert text here.</i>
Preliminary bibliography
<i>Please insert text here.</i>

## Annex C. Budget Form



Annex 2 Project  
Budget.xlsx