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United Nations Development Programme (UNDP) in Georgia

Project: “Support to Public Administration Reform of Georgia” (PAR)

Increasing the role of Civil Society Organizations in Advancing 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.

With the funding of the UK Government, UNDP has designed a multi-year initiative “Support to Public Administration Reform of Georgia”, which addresses a complementary but distinct package of specific, predetermined needs under the three crucial areas of the PAR Roadmap: i) Policy Development and Cooperation; ii) Civil Service and Human Resource Management and iii) Service Delivery.

The initiative intends to sustain, support and build key institutions and processes required for advancing the PAR 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.

CSOs are seen in this process as key possible partners of relevant government institutions to fill in the existing gaps and provide innovative, practical solutions. Within the context introduced above, UNDP is announcing **a call for proposals** for non-profit civil society organizations to fund innovative and most practical projects that can assist relevant government institutions in effective implementation of the Public Administration Reform.

Purpose of the Grant Contest

Primary purpose of the CSO Initiative Grants is to support generation of initiatives that contribute to the smooth, effective and timely implementation of ongoing Public Administration Reform, in particular, its three crucial areas: *i) Policy Development and Cooperation; ii) Civil Service Reform and Human Resource Management and iii) Service Delivery.*

To this end, UNDP intends to:

- Build strong CSO network focusing on the implementation and monitoring of PAR;
- Facilitate lasting partnership between the government and civil society organizations;
- Enhance the role of the civil society in the PAR process;

- Encourage the flow of the best, innovative international practices in the context of PAR and thus
- Encourage stronger linkages of the PAR related initiatives with the 2030 Agenda for Sustainable Development, especially, Sustainable Development Goal (SDG) 16 (Peace, Justice, Strong Institutions) and with Open Government Partnership (OGP) key values and principles, particularly in the context of Georgia's chairing of the OGP in 2017-2018, focusing inter alia on co-creation, citizen engagement, transparency and innovations in public service delivery;

Applying organizations are expected to devise proposals on the most topical and challenging areas wherever most needed which **would offer organisational, methodological, research and/or training support to the relevant government institutions** to seek innovative, practical solutions to maximize the impact of PAR. Applying organisations might consider development of a CSO coalition/platform.

Areas of Intervention

The proposals may focus on the following three key areas of PAR: i) Policy Development and Cooperation; ii) Civil Service Reform and Human Resource Management; and iii) Service Delivery.¹

Possible topics for grant projects include but are not limited to:

- ***Raising awareness about three pillars of PAR*** (Policy Development and Cooperation; Civil Service Reform and Human Resource Management, Service Delivery) and/or its components among civil servants or the public;
- Increasing capacities of public agencies in implementation of the new ***Law on Civil Service and related by-laws*** (performance appraisal; alternative dispute resolution, transparent recruitment in civil service, professional development, dismissal, etc.)
- Facilitating improvements in provision of different ***public services*** by inter alia introducing innovations into the way public services are designed and delivered, thereby contributing to successful implementation of ***OGP related processes*** placing a special emphasis on innovations in public service delivery;
- Assisting in increasing awareness about different public services (particularly electronic and/or innovative services) to increase the uptake of these services;
- Enhancing the role of the Public Administration Reform in the Successful Implementation of the ***2030 Agenda for Sustainable Development***, especially in advancing SDG 16;
- Creating means for cooperation and cocreation among various governmental agencies and civil society organizations as well as other groups on issues related to PAR, thereby linking to ***OGP core values***;
- Establishing mechanisms that facilitate ***citizen participation*** into decision-making processes and increasing citizen feedback;
- Developing tools aimed at ***increasing transparency and accountability*** of public agencies;
- Improving and enhancing ***e-governance tools*** in public sector;

The proposals should include a clearly articulated theory of change and demonstrate how the lasting impact in each area is expected to be achieved. Particular attention will be paid to the sustainability of proposed actions.

Who Can Apply

¹ See more on this topic in Public Administration Reform Roadmap 2020. Government Planning and Innovations Unit, 2015.

- Non-profit organizations (civil society organizations; think tanks; educational institutions, including public universities, training institutions; etc.) that have at least four years of proven experience in project management, policy research, policy analysis, human resource development, service delivery and similar. Experience of managing of projects with comparable budget size within the last two years will be considered as an asset. Organizations should be registered in accordance with the legal requirements of the Government of Georgia and must be able to provide organization's statute along with the debt certificate upon request.
- Although, not mandatory, CSOs are welcome to submit proposals as coalitions. In this case, main applicants must provide support letters from relevant co-applicants specifying the role of the co-applicant. In case of coalition, the main applicant shall have at least four years of proven experience in project management, policy research, policy analysis, human resource development, service delivery and similar (see above), whereas co-applicants shall have at least two years of proven experience in the similar areas.

Procedures of Grant Proposal Submission

Those wishing to apply to Civic Initiative Grants, must submit:

1. Signed Civic Initiative Grants in Support of the Public Administration Reform Submission Form (See Annex A);
2. CVs of all project staff;
3. Results and Resources Framework (See Annex B);
4. Budget Form (See Annex C).

IMPORTANT: Please send Grant Submission Form electronically in one file (pdf format) signed and scanned to the following email: natalia.baratashvili@undp.org. The Results and Resources Framework (See Annex B) together with Budget Form (See Annex C) shall be submitted as separate documents electronically in Excel format. If additional clarifications required, questions can be sent to the same email address indicated above. Answers to questions will be provided within two working days.

Deadline for applications is **08 March 2018, 21:00 hrs Tbilisi time**. Applications received after the deadline will not be considered.

Note: Consultation meeting with interested applicants will be held on **15 February 2018 (14:00 pm)** at the following address: Paliashvili str. 15A, 4th floor.

Maximum amount allocated for each grant is USD 60,000 and USD 80,000 for coalitions. Applicants are encouraged to submit proposals with lower budgets. Proposals with the project staff salary costs exceeding 25% of the total budget will be disqualified without further consideration. Co-funding and in-house contributions are strongly encouraged.

Eligible costs include honorarium/salary, workshops and trainings, rental, stationary and office equipment, printing and translation, creation of online tools and resources, and other costs directly related to this assignment.

Expenditures such as the infrastructure improvement, equipment, maintenance, utilities, overhead and similar costs are ineligible for this grant proposal.

Project Implementation Timeframe

Implementation period for approved projects shall not exceed twelve (12) months, counted from the date of the contract signature to the date when all relevant activities have been successfully completed.

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 three 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.

Note: Applications submitted in partnership with the Administration of the Government of Georgia, Civil Service Bureau, Public Service Delivery Agency, Data Exchange Agency or other relevant stakeholders aiming to contribute to their PAR related priorities are encouraged. Selected candidates might be required to submit support letters from partner public agencies.

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

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

Selection Criteria and Scoring

Proposed projects will be selected based on the criteria outlined in the table 1 below.

Table 1. Selection Criteria and Scoring

	Selection Criteria	Score
1	The project clearly demonstrates how it will support the Public Administration Reform (three priority areas)	Max. 30 points
2	The project budget is relevant	Max. 20 points
3	The applicant organization(s) has/have relevant experience	Max. 10 points
4	The project is coherent and technically feasible	Max. 10 points
5	The project is sustainable	Max. 10 points
6	The project enhances gender equality and encourages inclusion of marginalized and vulnerable groups	Max. 10 points
7	The project has strong potential for success	Max. 10 points
TOTAL		100 Points

Grants will be awarded in accordance with the nature and relevance of the project. The payment schedule will be agreed before signing the contract.

IMPORTANT: You will be notified by email no later than three 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. Civic Initiative Grants in Support of the Public Administration Reform Submission Form

Annex B. Results and Resources Framework

Annex C. Budget Form



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Civic Initiative Grants in Support of the Public Administration Reform Submission Form

I. Information about Organization (s)	
Name of Organization(s) and Abbreviation	
Registration Date of Organization(s) (dd/mm/yy)	
Name of contact person in organization(s) responsible for project	
Mailing address	
Telephone #	
Mobile #	
URL / website address and e-mail	
Local or national Georgian Partner Organization(s) (if any)	
II. Previous Experience	
(Please list relevant activities undertaken by your organization(s) in the past three years (please add rows below as needed))	
Project name	
Government Partner Organization (if any)	
Duration of the project (months)	
Project cost (USD)	
Project name	
Government Partner Organization (if any)	
Duration of the project (months)	
Project cost (USD)	
III. Project Proposal	
(Please provide brief information about the proposed project)	
Project Title:	
Expected Output(s):	
Implementing Agencies:	
3.1. Brief Description of the Project	
(Please provide brief description of the proposed project. max 300 words)	

<p align="center">IV. Situational Analysis</p> <p>(Please describe the problems this project seeks to address. Include only the relevant factors that will be directly addressed through the proposed project. Maximum 400 words)</p>
<p align="center">V. Strategy</p> <p>(Please list all project objectives. Provide an analysis of the project's proposed outputs and outcomes and their contribution to resolving the problems above. Pay special attention to the intended beneficiaries of the project, including their special characteristics (especially from the perspective of gender and ethnic composition and an estimate of their numbers. Maximum 800 words)</p>
<p align="center">5.1. Description of the initiatives and their effectiveness</p> <p>(Please provide detailed description of all project activities planned to be carried out in order to achieve the main objective of the project. Provide project timeline and concrete names and proposed division of tasks and work between all project staff from your organization or any partner organization involved in the project. Maximum 2000 words) <i>Note: Please add as many activities as needed</i></p>
<p>Activity 1:</p>
<p>Activity 2:</p>
<p>Activity 3:</p>
<p>Activity 4:</p>
<p align="center">5.2. Gender Mainstreaming</p> <p>(Please assess implications for women and men of any planned activities proposed in this project. Describe how you expect the results of the project to benefit both men and women and the balance between male/female beneficiaries. Describe what measures will be included in the project to avoid creating negative outcomes for either men or women. Maximum 200 words)</p>
<p align="center">5.3. Expected Impact and Sustainability</p> <p>(Please describe the impact(s) you expect from the project and how this (these) can be measured. Describe how the project's expected outcomes will be sustained after the project has ended. Outline possible risks and the strategy of mitigating them. Maximum 300 words)</p>
<p align="center">VI. Results and Resources Framework</p> <p align="center">(Please fill out ANNEX B)</p>
<p align="center">VII. Management Arrangements</p> <p>(Please describe management arrangement of the project. Outline roles and responsibilities of partner(s) and respective management staff. Maximum 300 words)</p>

<p>Programme Period: ----- (months)</p> <p>Start date: (dd/mm/yy)</p> <p>End Date: (dd/mm/yy)</p>
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<p>Total Budget: ----- (USD)</p>

Annex B. Results and Resources Framework



Annex B. Results
and Resources Fram

Annex C. Budget Form



Annex C. Project
Budget.xlsx

Unspent funds from this grant must be returned to UNDP.

Signature:

Date: