



ANNEX C1: Twinning Fiche¹

Project title: Supporting inter-sectoral collaboration possibilities between Research and Industry

Beneficiary administration: Shota Rustaveli National Science Foundation of Georgia

Twining Reference: GE 18 ENI OT 02 19

Publication notice reference: The publication notice reference will be completed by the European Commission

EU funded project

TWINNING TOOL

List of Abbreviation:

AA- EU-Georgia Association Agreement;
AR- grant call for Applied Research
BA – Beneficiary Administration
CSB – The Civil Service Bureau
DCFTA – Deep and Comprehensive Free Trade Area
EaP – Eastern Partnership
GoG – the Government of Georgia
GENIE- Georgia National Innovation Ecosystem project
GITA – Georgia’s Innovation and Technology Agency
GNAS – Georgia’s National Academy of Sciences
Horizon 2020 – EU framework programme for Research and Innovation “Horizon 2020”
IPR- Intellectual Property Rights
MoESCS – Ministry of Education, Science, Culture and Sport of Georgia
MoESD- Ministry of Economy and Sustainable Development of Georgia
MoJ- Ministry of Justice
MoU- Memorandum of Understanding
MS – EU Member State
PAO – Programme Administration Office
PAR – Public Administration Reform
PL – Project Leader
PSC – Project Steering Committee
PSF – Horizon 2020 Policy Support Facility
R&D – Research and Development
R&I - Research and Innovation
RTA – Resident Twinning Adviser
SBLs – Science-Business Links
SDG – Sustainable Development Goals
SMEs – Small and medium-sized Enterprises
SRNSFG - Shota Rustaveli National Science Foundation of Georgia
STE – Short term Expert
STI - Science, Technology and Innovation

1. Basic Information

1.1 Programme:

EU support for the Implementation of the EU-Georgia Association Agreement, ENI/2018/041-415
Direct Management

For applicants from the United Kingdom: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that applicants from the United Kingdom continue to be eligible, the beneficiaries from the United Kingdom will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions^[1] to the grant agreement.

1.2 Twinning Sector: other issues

1.3 EU funded budget: 1 300 000 EUR

2. Objectives

2.1 Overall Objective(s):

The overall objective of the project is to address the priorities and challenges in Georgia's Science, Technology and Innovation (STI) system with the aim of ensuring interdisciplinary approach, collaborative research and promote evidence-based policy implementation in line with the EU-Georgia Association Agreement (AA).

2.2 Specific objective:

The specific objective of the project is to enhance the capacity of the Shota Rustaveli National Science Foundation of Georgia (SRNSFG) by revising and improving existing programmes and operational activities of SRNSFG in response to national priorities and socio-economic challenges, considering regional and international context. The project will address the absence of the science-business collaboration, promote intersectoral multidisciplinary research opportunities and support advancement of the STI system in Georgia.

2.3 National strategies and international agreements

The Twinning project is fully in line with national strategy documents and the EU-Georgia Association Agreement, including Deep and Comprehensive Free Trade Agreement (DCFTA) and aims to support further effective implementation and fulfilment of the objectives set out in the Association Agreement.

The EU-Georgia Association Agreement aims at “enhancing people-to-people contacts, including through cooperation and exchanges in the fields of science and technology, business, youth, education and culture”. Scientific collaboration and inter-sectoral cooperation are envisaged as major principles for successful approximation of various fields with the European Standards. Likewise, the Chapter 12 of the AA, specifically underline the importance of European standards in Research and Development (R&D) Services and adopting relevant policy ².

The EU-Georgia Association Agenda 2017-2020 focuses on reform actions, which would be addressed as a pattern of priority in the field of strengthening good governance and institutions in Georgia. Reference under the Agenda priorities, “Education, employment, research innovation and

^[1] Twinning manual Annex A2

² [https://eur-lex.europa.eu/legal-content/en/TXT/PDF/?uri=CELEX:22014A0830\(02\)](https://eur-lex.europa.eu/legal-content/en/TXT/PDF/?uri=CELEX:22014A0830(02))

youth” highlights the importance of relevant reforms and approaches to be implemented for supporting development of Georgia’s STI system. Part 2.8 “Mobility and People to People” defines development of clear vision and strategy in line with the European research Area involving policymakers, academic and research community as well as business and civil society leaders.³

General needs and targets for ensuring interdisciplinary approach and supporting collaborative research are reflected in National strategic documents as follows:

The Social-economic Development Strategy of Georgia – Georgia 2020 reviews the challenges and plans for the development Georgia’s economic welfare and support its competitiveness on an international level. Aiming thus, the Socio-Economic Development Strategy of the country highlights importance of the well addressed Research and Innovation (R&I) policy with a view to developing research-private sector collaboration and to improve country’s competitiveness by this means (p.26-27).⁴

The Government Platform 2018-2020 - Freedom, Rapid Development, Prosperity defines major directions and planned/ongoing reforms for strengthening Georgia’s institutional capacity and promoting regional positioning of the country. The document underlines the role of collaboration between public and private sector as one of the major indicators for Georgia’s economic development, and Education and Science, together with other societal challenges are highlighted as key points for country’s prosperous social development.⁵

The Strategy of Education and Science for 2017-2021 is one of the key documents, which points out the challenges and needs to be addressed in order to strengthen STI system in Georgia. Key activities defined in the document are as follows: cooperation between industry/Small and Medium Enterprises (SMEs) and academia with various means of supporting capacity building at the institutional level, revision of regulations in order to strengthen translational/applied research, technology transfer opportunities and enhance international collaboration.⁶

Implementation of the Twinning project will contribute to realization of the priorities and obligations stated in the above-mentioned national or international strategy documents. The project envisages to maintain close collaboration with the stakeholders from both academic and non-academic institutions as well as with relevant governmental sector/ministries with respect to the project aims and its implementation. Likewise, the project envisages collaboration with Georgia’s Innovation and Technology Agency (GITA),

National Intellectual Property Centre of Georgia (SAKPATENTI) in improving the legislative basis for science management, research ethics and related issues. With regards to initiating appropriate science policy based on the scientific priorities, the proposed project also foresees collaboration with the Georgia’s National Academy of Sciences (GNAS), as it is the major advisory institution, carrying out research performance evaluation, however, referring to the PSF final report, it is rather “reputational than an executive body, unable to reconcile the results of evaluation with policy actions”⁷.

⁴http://www.mrdi.gov.ge/sites/default/files/social-economic_development_strategy_of_georgia_georgia_2020.pdf

⁵http://gov.ge/files/67105_67105_704449_2018-2020programa_finaleng1.pdf

⁶https://www.mes.gov.ge/uploads/MESStrategy_2017-2021.pdf (available in Georgian)

⁷<https://rio.jrc.ec.europa.eu/en/policy-support-facility/specific-support-georgia>

3. Description

3.1 Background and justification:

Background:

Shota Rustaveli National Science Foundation of Georgia (SRNSFG) is legal entity of public law operating under the aegis of the Ministry of Education, Science, Culture and Sports of Georgia (MoESCS). The vision of the Foundation is to support Georgia in establishing itself as an internationally competitive country in the field of science, technology and innovation in the European and international research area, thus contributing to the country's strategic goals – Georgia's rapid development, welfare and socio- economic freedom.

The mission of SRNSFG is to enhance Georgia's standing as a world-class Research and Development (R&D) country, to support the development of Georgia's research-focused institutions through catalysing excellence, developing a competitive scientific work force and promoting greater understanding of the role of science in society.

SRNSFG administers various programmes, national and international bilateral/joint grant calls for supporting Georgian scientists based on the open competition. Foundation's vision and mission can be clustered around the following key priorities: (i) Supporting high quality research; (ii) Promoting Georgian Studies, (iii) Increasing popularity of science in wider society, (iv) Supporting young scientists and (v) strengthening international collaboration.

The major, so called "big grant calls", administered by the foundation are as follows:

- [FR – Call for Fundamental Research State Grants;](#)
- [AR – Applied Research State Grant call;](#)
- [DI – Collaborative research projects with participation of overseas compatriots;](#)
- [YS - Research grants for Young Scientists;](#)
- [PhDF- Grants for PhD programmes.](#)⁸

Science, Technology and Innovation system in Georgia has undergone (and still in progress) thorough reforms and changes in the recent years and at present, it is the subject of drastic reforms. SRNSFG serves as the key research funding agency in Georgia and administers calls for proposals based on open competition. SRNSFG works in close cooperation with similar international science funding agencies to share experience and standards in science management and grant administration cycle.

It is noteworthy, that in frames of the current Education reform 2019, Ministry of Education, Science, Culture and Sport of Georgia has initiated systemic changes in all levels of Education. Reforms in science will address the challenges in Research and Innovation and initiate new targeted activities, stimulate science-business collaboration opportunities, promote interdisciplinary research, encourage strategically important research directions with special emphasis on commercialization of research outcomes and development of the technology transfer units at Higher Education Institutions (HEIs).

In parallel to intensive consultation processes with Georgia's academic community, the Government of Georgia (GoG) closely cooperates with relevant international actors providing high-profile advice and recommendations on how to modernize and enhance STI system. In light of this, in 2017-2018, as part of the Horizon 2020 Policy Support Facility (PSF) - Specific Support to Georgia⁹, specific Support was implemented in Georgia. The team of independent European Research and Innovation (R&I) policy experts assisted the Georgian government in identifying promising research fields, suggesting measures for narrowing the gap between research and industry/business, and developing a proposal for the performance-based funding of research organizations.

The novelties and challenges in the STI system in Georgia will be facilitated and stimulated through this Twinning project with support of the European institutions and experts. With the project aims

⁸ <http://www.rustaveli.org.ge/eng/konkursebi-da-programebi>

⁹ <https://rio.jrc.ec.europa.eu/en/policy-support-facility/specific-support-georgia>

and objectives in mind, there will be several ministries involved in the project implementation process, prominently the MoESCS and Ministry of Economy and Sustainable Development (MoESD). However, depending on the components and implementation pace of the project, other relevant ministries, private sector representatives and other non-academic actors are also expected to be engaged in project. As already mentioned above, the project envisages collaboration with Georgia's Innovation and Technology Agency (GITA), National Intellectual Property Centre of Georgia (SAKPATENTI) in improving the legislative basis for science management, research ethics and related issues. With regard to initiating appropriate science policy based on the scientific priorities, the proposed project also foresees collaboration with the Georgia's National Academy of Sciences (GNAS), as it is the major advisory institution, carrying out research performance evaluation.

Domestic legal framework:

Law of Georgia on Science, Technology and Their Development – is the major legislative frame, which regulates the state policy as a precondition for the intellectual and technological progress and welfare of the country. The law highlights the necessity of the proper systemic approach in order to enhance Georgia's STI landscape with advanced technologies and enterprises, inter-sectoral/international collaboration in order to provide a proper base in science production for country's regional or international competitiveness.¹⁰

Law of Georgia on Grants – defines principles of distribution, receipt and use of the Grants in Georgia. The law determines entitlement and rights of the grant distribution and acquisition.¹¹

Minister's decree №62/N on the establishment of the LEPL – Shota Rustaveli National Science Foundation and approval of its statute (dated as of July 28, 2010) – defines aims, and scope of the activities of the foundation as a state research funding institution operating under the open competition principles.¹²

Statute of the Shota Rustaveli National Science Foundation of Georgia – defines the aims and roles of the foundation as well as the functions, principles, grant administration and related procedures of the foundation's activities.¹³

Justification

Science, Technology and Innovation (STI) management and grant administration procedures are systemized by several laws of Georgia, which define the major principles and guidelines for the development of high-quality Education, Research and Innovations in Georgia. Considering fragmentation and the lack of coordination in STI system, excellence and innovative thinking in scientific research remains one of the biggest challenges in Georgia.

It should be highlighted that Georgia has not still managed to set national research priorities and determine measures for scientific impact assessment. Furthermore, diversification of research funding sources, popularization of science, encouragement of early career researchers and collaboration between science and business are among the top challenges for Georgia's STI development. It is vital to stimulate private sector's involvement through various measures, such as updated regulations, science commercialization, strengthening technology transfer offices, promoting international research ethics and science management approaches.

The proposed Twinning project will address the above-mentioned challenges and attempt to bring Georgia's STI system closer to the European and international standards. In line with the aims and objectives of the project, having in mind institutional enhancement of the SRNSFG, the following areas should be addressed during the project implementation:

¹⁰ <https://matsne.gov.ge/en/document/download/28426/12/en/pdf>

¹¹ <https://www.lexadin.nl/wlg/legis/nofr/oeur/arch/geo/LAWONGRANTS.pdf>

¹² <https://matsne.gov.ge/ka/document/view/1030035?publication=0> (available in Georgian)

¹³ <https://rustaveli.org.ge/eng/samoqmedo-gegma>

- Revising and improving national grant calls, targeted programmes and SRNSFG funding schemes (the national funding schemes should be tailored to the needs and capabilities of Georgian scientists and local industry);
- Creating coordination mechanisms for setting scientific priorities and supporting focused reforms in that respect;
- Strengthening collaboration interfaces between public research organizations and business to narrow the gap between research and industry/business;
- Facilitating the promotion of professional research management practices at research universities, protecting intellectual property rights (IPR);
- Encouraging translational research and facilitating technology transfer through policies and regulations;
- Supporting introduction of entrepreneurship skills at research universities (special emphasis on PhD, MA/MSc students, Postdoctoral students);
- Promoting science communication and science internationalization.

The Twinning project will enable the foundation to share expertise and gain necessary experience from the partner institution and address the above-mentioned issues for Georgia's STI proper development. It will strengthen the SRNSFG's organizational capacity, encourage revised and updated vision of science management, with particular focus on gaining knowledge for strengthening science-business collaboration opportunities.

The project will support the foundation to work on identification of the scientific priority areas based on the collected data, analyses. The project will facilitate sharing experience, and promote dialogue between various stakeholders in the open dialogue sessions and other forms of participation from the wider society. The project will also deal with capacity building in terms of the science popularization and targeted grant programmes for young generations. The project will comply with implementation of the national and international agreements, commitments and obligations envisaged in order to promote STI development of the country and Georgia's researchers' integration into the European research area.

3.2 Ongoing reforms:

In February 2019, Ministry of Education, Science, Culture and Sport of Georgia (MoESCS) announced the substantial reforms within the Georgian education and science system. These reforms will result in a number of changes to the education system addressing the systemic changes in the areas of pre-school, secondary, vocational, higher education and science. In the field of higher education, the objective is to integrate Georgia into the international education space and instigate quality improvement. With regard to science, the reform implies integration into the international scientific space and increased funding for science. According to the reform scheme, the Georgian research and innovation landscape shall (1) become better integrated with the EU research and innovation system; (2) scientific efficacy standards and principles in technological and innovative research shall be introduced; (3) flexible and effective schemes for funding shall be developed; and (3) measures of science communication shall be applied.

Policy and legislative process

The National Policy Planning System Reform Strategy, adopted by the Government of Georgia in August 2015 recognizes the current weak link between the policy planning process and legislation drafting, the absence of practice of legislative impact assessment and the weak institutional capacity of ministries in legal drafting. The OECD/SIGMA 2018 assessment in the policy development and coordination area highlights a number of weaknesses in the current quality of policy planning (costing, monitoring, coordination and public consultation), which are currently being addressed through the PAR roadmap and action plan implementation. The document specifically notes the reoccurring problem with implementation of laws, which can be attributed to the low quality of laws due to weaknesses in the law-making process. There is a pressure to complete numerous legal reforms in the shortest possible time: "This situation inevitably places enormous pressure on the combined

law-making resources of the Government and the Parliament and leaves little time for essential elements of a well-ordered law-making process, such as regulatory impact assessments or proper consultation with civil society." Improvement of the legislative drafting process and quality of legislation is now a priority area of action for the Administration of Government under the Prime Minister (steering the policy-making process) and all line ministries. This primarily involves the Administration of Government, Ministry of Justice, and Ministry of Economy and Sustainable Development. In order to meet the targets and obligations in law making process the Government introduced changes in Law on Normative acts (amended on June 13, 2018) and Regulation of the Government (amended on August 24, 2018). These amendments put more emphasis on concordance with EU acquis and Regulatory Impact Assessment (RIA.)

To sustain the legal approximation process the Ministry of Justice (MoJ) with the support of the EU assistance (below mentioned projects Association Agreement Facility and Legal Drafting projects) elaborated Legal Approximation Guidelines and Manual. These documents provide key principles and techniques of approximation that will guide and orient legal drafters throughout the approximation process.

The documents are under finalization and after official adoption by the Government should be used consistently, not only by MoJ, but also by all line ministries, and institutions tasked with the approximation exercise. Such proceedings will help to ensure the achievement of a steady and sustainable approximation path.

Along the legislative process the government is proceeding with the rational organization of state administration and clear accountability lines between institutions, including supervision and reporting between line ministries and agencies. The Civil Service Bureau (CSB) is tasked with the development of uniform civil service state policy. Functional reviews of the line Ministries have been already done and currently the CSB is performing an analysis of state agencies with the intention of identifying and putting forward reforms to improve the organization of PA, to streamline their mandates, enforcement mechanism as well as policy making process.

It is also to be noted that Georgia as the member of the United Nations (UN), it is committed to implement UN Sustainable Development Goals (SDGs) in the country. SDGs are the result of a three-year-long transparent, participatory process inclusive of all stakeholders and it has received world-wide support from civil society, business, government representatives, parliamentarians and other actors. In order to successfully implement the 17 goals, set by the UN, Georgia is among those successful countries, which made progress in integrating SDGs into the National reforms. In fact, SDGs give Georgia significant opportunity to development in various perspectives, such as boosting country's economy, reduce inequalities, address current global challenges and promote prosperity. In order to achieve the goals, defined by the UN, SDG Council has been created, which monitors the implementation of all priorities set to be achieved by 2030 in Georgia ¹⁴. As the present Twinning project foresees strengthening collaboration and intersectoral cooperation both at local and international level, it will support Georgia to achieve and specifically promote the following SDG Goals: #9: Industry, Innovation and Infrastructure, #4: Quality Education; #8: Decent Work and Economic Growth and #17: Partnerships for the Goals.¹⁵

Hence, the proposed project, is in line with the above-mentioned policy and legislative processes. In this regard, the project will ensure consistency between the review of the organizational set-up of the beneficiary institution with the national legislation regulating the organization of the state administrations and above-mentioned analysis of the state agencies.

¹⁴ <http://www.ungeorgia.ge/eng/home>

¹⁵ <https://www.un.org/development/desa/disabilities/envision2030.html>

3.3 Linked activities:

For supporting the development of STI system in Georgia, there have been a number of programmes and collaborative projects carried out with support of various sources and international donors:

“STI International Cooperation Network for EaP Countries Plus (EaP PLUS)”.¹⁶ Period of Implementation: 2016-2019. The project aims to stimulate cooperation between researchers from the EaP countries and EU MS and enhance the active participation of the Eastern Partnership countries in Horizon 2020 Framework Programme.

Building on the results of the predecessor FP7 project 'IncoNet EaP', the project eliminates remaining obstacles to EU-EaP STI cooperation through a number of innovative and targeted actions:

(a) strategic priority setting through supporting EU-EaP policy dialogue and through maximizing the impact of the Association to Horizon 2020;

(b) stronger interaction between researchers & participation in H2020, i.e. Info days, cooperation with scientific diaspora, and targeted grants for networking;

(c) promotion of the research innovation interface supporting communities of excellence;

(d) enhancing optimal framework conditions and increasing coordination in policies and programmes through training seminars for STI policymakers, increased coordination and synergies between policies and programmes of EU/MS and EaP;

(e) communication and outreach through innovative actions, including social media.

“BLACK SEA HORIZON” (BSH)¹⁷, funded under the EU Framework Programme for Research and Innovation “Horizon 2020”. Period of Implementation: 2015-2018. The main objectives of the BSH project were to support the EU’s external relations with the target region by significantly contributing to ongoing bi-regional and regional STI policy dialogues, and by increasing the knowledge base about the EU’s external environment. Besides, it aimed to stimulate bi-regional STI cooperation and to strengthen the EU’s economic competitiveness and contribute to the establishment of supportive framework conditions by facilitating the pooling of resources and by identifying challenging thematic areas for mutual STI cooperation.

Horizon 2020 Policy Support Facility (2017-2018)¹⁸ - The aim of the PSF Specific Support to Georgia, carried out by a panel of independent European R&I policy experts, was to provide tailored advice and concrete recommendations to the Georgian government on reforms necessary to improve and strengthen their research and innovation system in three specific areas. In 2017 an international expert of the Science, Technology and Innovation paid an official visit to Georgia, Shota Rustaveli National Science Foundation with the purpose to get acquainted with the Georgian STI system, SRNSF activities, programmes and grant calls. After several missions and thorough discussions with Georgia’s HEI and relevant organizations, the high-level international expert drafted recommendations and report on how to improve science management system of the foundation and support STI development in Georgia.

US Embassy Science Fellows Programme - In 2018, SRNSFG hosted US National Institute of Health (NIH) representative. During one-month working visit in Georgia, he held several meetings not only at the SRNSFG but at the various research organizations, centres and institutions (in particular, Medical universities and research centres) and drafted his recommendations and further activities for supporting joint initiatives in the field of medical sciences.

US Embassy Science Fellows Programme - In 2016 SRNSF hosted US National Science Foundation’s Program Director in frames of the science fellows program. After several working

¹⁶ <https://www.eap-plus.eu/>

¹⁷ <https://blacksea-horizon.eu/>

¹⁸ <https://rio.jrc.ec.europa.eu/en/policy-support-facility/specific-support-georgia>

meetings with the universities, independent research centres, Georgia's Innovation and Technology Agency and Georgia's Patent Agency in order to have comprehensive understanding on Georgia's STI system, she provided relevant recommendations for the improvement of Rustaveli National Science Foundation's Activities.

World Bank – SRNSFG collaboration programme for Supporting Innovation – **“New Applied Research Grant scheme”** is a part of the large-scale project “Georgia National Innovation Ecosystem” (GENIE)”. SRNSFG will receive specific amount of the loan in order to launch the targeted grant scheme with the aim to support development of applied research carried out by young researchers, promote implementation of the innovative research projects with potential for commercialization and technology transfer for addressing country's social and economic challenges. Tentative start date of the WB-SRNSFG joint programme: IV quarter of 2019. Duration of the project: 2 years.

Georgia: Increasing Institutional Capacity for Innovation project: Funded under the bilateral EU-Georgia Economic and Business Development programme, to be implemented 2019-2021. This project aims at increasing Georgia's Innovation and Technology agency's (GITA) ability to effectively coordinate Government of Georgia's approach to innovation policy formulation and implementation. The project has three components:

1. increasing GITA's capacity to develop and implement (in-house) innovation and entrepreneurship policies and programs with medium- and long-term strategies and results;
2. testing (and demonstrating) the viability of technology transfer in Georgia; and
3. improving the deal flow of innovative startups ready for investment, and of funding availability for early-stage companies.

“EURAXESS-Georgia Network Start-up” (EURAXESS- Researchers in Motion) -

In early 2019 SRNSFG submitted proposal to the European Commission to establish the EURAXESS centre in Georgia. The proposal has been successfully selected and at present it is admitted to the stage of Grant Agreement Preparation, the project is expected to be launched from IV quarter of 2019.

Related Programmes and Projects

The reform of Public Administration (PAR) is of utmost importance for the country and the process is supported through donor community. The EU total contribution to the “Support to the Public Administration Reform in Georgia” 2016-2019, is EUR 30 000 000 Euro. Out of which EUR 20 000 000 is budget support share and EUR 10 000 000 for complementary support. The objective of the programme is to improve the efficiency, accountability and transparency of the public administration of Georgia, in line with the key Principles of Public Administration that have been developed by OECD/SIGMA in close cooperation with the European Commission.

“Support to the Public Administration in Georgia”- EU funded; Duration: 2019-2021;

Description: The objective of the project is to improve the efficiency, accessibility, accountability and transparency of the Georgian Public Administration in accordance with European principles of Public administration and best practices. More specifically, the project is mainly focused on improving the results-based approach in policy planning, development, coordination, monitoring and evaluation, increasing the awareness of the Civil servants and streamlining the implementation of the civil service reform in public institutions, improving the intra and inter-ministerial business processes related to policy making and service delivery enhancing thus the efficiency of the administration and the quality of service delivery. A Senior Non-Key expert on Education will be hired within this TA, who will support the MoESCS to fulfil its mandate stemming from the Strategy of Education and Science for 2017-2021, the PAR Road Map 2015-2020, and the relevant Action Plan 2019-2020; among other tasks She/He will provide technical support and advice on the conceptualisation and elaboration of

policy and strategy documents as well as Action Plans in the education and science fields of competence of the ministry;

“Capacity Building of the Civil Service Bureau of Georgia to Implement the Civil Service Reform” - EU funded; Duration: 2019-2020. Description: The objective of the project is to enhance the professionalism of the civil service in Georgia. More specifically, the project aims to strengthen the institutional and Human Resource (HR) capacities of the Civil Service Bureau (CSB) to manage the implementation of the Civil Service Reform, through the reinforcement of the legal framework, introduction of modern Human Resource Management (HRM) information system, tools and techniques, development of training scheme for HR managers and improvement of Assets Declaration Monitoring system.

Facility for the implementation of the Association Agreement in Georgia - EU funded; Duration: 2015-2018; Description: The project provided policy advice and capacity building support to the Georgian Government in coordinating the implementation of the Association, strengthening the institutional capacities of the line ministries and other public institutions to carry out the required reforms, including on policy development and legal approximation processes. Since February 2019, phase II of the aforementioned project has been launched. Duration: 2019-2021.

Legislative Impact Assessment, Drafting and Representation - EU funded; Period of implementation: 2015-2018; Description: The project aimed to improve the legal drafting process at the central level of government (through promoting better coordination among relevant entities, and introduction of the regulatory impact assessment of draft legislation) as well as the Government's international representation and reporting functions with special emphasis on the Ministry of Justice.

3.4 List of applicable *Union acquis*/standards/norms:

The Association Agreement, Annex XXXII - Education, Training and Youth encounters the *Decision #2241/2004/EC of the European Parliament and of the Council, dated as of 15 December 2004, on a single Community framework for the transparency of qualifications and competences (Europass)*, Article 13 implies to the joint activities and appropriate policy approaches in research and technological development together with Education, Science and youth-related other important topics. So, the Twinning project, aiming at strengthening collaborative ties between academia and industry, and share international expertise is indeed of important value for the wider society.

3.5 Components and results per component

The Twinning project will provide support to inter – sectoral collaboration perspectives between Research and Industry of Georgia in four main components:

Component 1/Mandatory result 1: science – business links strengthened through supportive collaborative activities and funding schemes

Collaboration between science and industry is one of the key priorities in the process of STI development in Georgia. SRNSFG as a research-funding state Agency, actively promotes intersectoral and multidisciplinary approach, as it is the major challenge in the European Research Area. Engagement of private sector in science is of significant importance at present when designing and reshaping the science management system as part of the Systemic Education Reform 2019. Likewise, one of the major recommendations of the PSF experts is to address the lack of private sector's involvement in research and address the evidence-based policy implementation in this regard.

Aiming at strengthening linkage between science and industry, foundation administers Applied Research Grant scheme (AR), and other supporting activities, such as information days, workshops, etc. in order to support raising awareness and promoting collaborative interdisciplinary research in Georgia. However, significantly low level of collaborative research between academia and business

remains to be of major obstacles for Georgia's R&I development. This will be carried out in close coordination with Georgia's Innovation and Technology Agency, including activities within the project *Increasing Institutional Capacity for Innovation project*, and other stakeholders.

Sub-result 1.1: Diversification of the research funding sources encouraged and inter-sectoral collaboration strengthened

Since SRNSFG is the only research funding state agency in Georgia, diversification of research funding resources will engage academia and private sector to join support and promotion of collaborative interdisciplinary research in Georgia. The indicators of the diversification of research funding resources in Georgia will be the number of Memorandum of Understanding (MoUs) between SRNSFG and private sector representatives, which will support to carry through the number of co – funded projects by diverse sources.

Sub-result 1.2: Scientific priorities identified and set

In the regard of strengthening science – business link, supportive collaborative activities and funding schemes, identification and setting of scientific priorities is the key factor. The indicators for this sub-result will be conducted roundtables, workshops, and discussion sessions with the local and European partner institutions as well as stakeholders and analysed data/mapping of science productivity by scientific fields in Georgia. In this regard, methodological guidelines are also important indicators for deliberate and comprehensive process of identification and setting scientific priorities strategically important for STI development of Georgia.

Sub-result 1.3: Coordination and consolidation of activities for science-business collaboration promoted and strengthened

For strengthening science – business collaboration, various activities needs to be coordinated. Conducting roundtables, discussions, trainings and organizing workshops will serve the purpose of defining the methodology and tools to increase cooperation between science and private sector. In compliance with above mentioned activities, availability of recommendations for strengthening institutional collaboration between HEIs, research centers, private sector and other relevant stakeholders will promote these actors to engage joint collaboration schemes and strengthen science – business links.

Component 2/Mandatory result 2: Legal framework and grant call administration procedures of SRNSFG revised and improved

SRNSFG administers more than 20 grant programmes, including the bilateral/joint grant calls with various international partner institutions. The grant calls are regulated by either governmental decree, Minister's order and/or Individual Administrative legal-act of the Director General of the SRNSFG. In addition to this, internal terms and conditions of each call is drafted and enacted by the relevant department of the foundation. However, there is only one key grant call, which focuses on science-business collaboration and using innovation/technology approaches – Call for Applied Research State Grants.

Even though, the declared policy and announced reforms in science management, clearly highlights importance of science commercialization and prioritization of the research fields in line with state socio-economic and international challenges.

Keeping these issues in mind, Twinning for institutional cooperation with SRNSFG is sought to address the improvements in encouraging performance-based block funding schemes for universities and research centres and assistance in improving applied research grant scheme and/or updating call regulatory documents and guidelines. Likewise, initiating legal amendments and policy approaches in state research funding with respect to grant management and funded project

monitoring/implementation issues are to be revised and tailored to the needs of the researchers, obviously in compliance with the national laws and internationally approved standards of the research management.

Sub-result 2.1. Existing call documents and legal regulations amended/modified

Among the grant programmes SRNSFG administers, only Applied Research State Grant is focused on science – business collaboration, which brings the necessity of modifying/amending the existing call regulatory documents to address science commercialization in line with state socio – economic and international challenges and support inter-sectoral collaboration between research and private sector.

Sub-result 2.2. New targeted programmes initiated and implemented

Apart from the existing grant calls of SRNSFG, new targeted programmes are also important to address science – business collaboration. In the view of new programmes, availability of regulatory documents is necessary, which reflect the needs and capabilities of Georgian Science and Industry.

Component 3/Mandatory result 3: Institutional capacity of SRNSFG with view to strengthening international collaboration enhanced

As a forward-looking organization, supporting science internationalization is one of the key priorities for the National Science Foundation. At present, SRNSFG administers up to 10 bilateral grant schemes and joint programmes with world-leading science centres and international research institutions. Besides, the foundation promotes international scientific grant schemes which are open for Georgian compatriots residing abroad and actively promotes participation in the EU framework programme for Research and Innovation “Horizon 2020”. Likewise, as the foundation operates based on open competition principles, it shares international standards of high-quality expertise/peer review/evaluation.

Hence, the proposed Twinning is another prominent tool for sharing the best international practise and expertise in order to support enhancement of science internationalization in Georgia. The current developments in the European Research and Innovation system has triggered active engagement in the international scientific events and projects particularly for Associated countries to the EU; in order to promote visibility and ensure Georgia’s engagement in the multilateral project consortia, it is vital to promote internationalization of science as part of the proposed project.

Sub-result 3.1: Supporting schemes/preparatory activities and capacity building based on international standards promoted and implemented

For strengthening international collaboration and building the capacity of SRNSFG, developing international cooperation is highly important objective. SRNSFG administers numerous bilateral grant schemes, thus increasing number of potential partner institutions and agreements will positively affect the above-mentioned objective. Hence, joining the international consortia and submitting applications in the multilateral projects, with the involvement of SRNSFG is also very important to promote and implement international standards in this regard.

Component 4/Mandatory result 4: Science communication and awareness on science-business collaboration stimulated

Science communication is one of the key priorities for the foundation and it might be reasoned for various relevant grounds: the average age of the scientists in Georgia still remains rather high compared to the European countries, youth is not sufficiently engaged in research activities. Moreover, in relation to the current international challenges in the R&I, Georgia is advised to promote science-business collaboration in order to increase success rate in the international grant schemes support positioning of the country to regional level. In this respect, it is vital that science

popularization is envisaged as one of the milestones for science development in Georgia. In frames of the current reforms, the foundation is aiming at organizing several targeted activities in order to enhance science popularization in the youth through specific awards and call for proposals, at every level of formal and informal education. This Twinning project will specifically promote collaborative opportunities among various stakeholders and encourage innovative/creative thinking and support advancement of the evidence-based science policy implementation in the wider society.

Sub-result 4.1 Awareness-raising and science communication actions through targeted programmes and supporting activities – conducted

Rising awareness and Science communication are essential factors for stimulating science – business collaboration. Indicator for this sub-result will be the guideline document (s) for supporting science communication, as well as media coverage and other social media campaigns to distribute necessary information and cooperation perspectives to the targeted audience, sectors and relevant stakeholders. Another key factor, which indicates fulfilment of abovementioned activities, is awareness – rising and preparatory activities with the participation of successful projects of SRNSFG grant call. These activities envisage to support Georgian scientists engagement in EU framework programme for R&I /international consortia, scientific centers etc.

3.6 Means/input from the EU Member State Partner Administration(s)*:

Member State(s) is/are kindly requested to develop activities in the submitted proposal, which are needed in order to achieve the results stipulated in the fiche.

The MS PL will be expected to devote a minimum of 3 days per month to the project in his/her home administration. In addition, he will coordinate from the Member state side the work of the Project steering Committee (PSC). MS Project Leader may participate in the project also as short-term expert (STE). In this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile.

The RTA will be located in the premises of the SRNSFG in the beneficiary country on a full-time basis and will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

The RTA will maintain day-to-day cooperation with the beneficiary administration and coordinate the work performed by the STEs. The RTA will have a key role in the coordination of the inputs required for the successful implementation of all the project activities.

Minimum two visibility events will be organized in the course of the implementation of the project; Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities.

The required MS experts must either be civil/public servants of the relevant MS administration or be permanent staff of authorized mandated bodies. All experts must comply with the requirements set in the Twinning Manual 2017.

The RTA should be supported by a permanent RTA Assistant. The RTA assistant should be in close collaboration with the beneficiary administration BA. The RTA assistant will perform general project duties and providing translation and interpretation services as necessary, practical arrangements for the project, such as organizational issues of expert missions, conferences, training, seminars, maintaining project records and etc. Until the RTA can select and hire an assistant, the Beneficiary administration makes a member of its staff available to support the RTA in his/her daily tasks.

A full-time language assistant should also be recruited. She/he should perform most of the required interpretation/translation services. She/he will provide day-to-day interpretation/translation to the RTA and project experts during missions.

Whenever required and needed for simultaneous interpretation during seminars and workshops, translation of large volume of documents additional interpretation may be procured and funded by the project.

3.6.1 Profile and tasks of the PL:

Profile:

- University level education in public administration, management, MBA or other relevant discipline or equivalent professional experience of 8 years;
- Minimum 3 years of professional experience gained as scientific project manager/research-funding institution;
- Comprehensive knowledge of respective legislation and regulations in the EU Member State;
- Excellent spoken and written English language skills;
- Good communications and inter-personal skills;
- Good leadership skills;
- Experience in project management would be an asset.

Tasks:

- direction, supervision, guidance and monitoring of the project;
- Ability to mobilise the necessary expertise in support of the efficient implementation of the project;
- Signature of project progress reports and the final report prepared with the support of RTA;
- Timely achievement of the project results.

3.6.2 Profile and tasks of the RTA:

Profile:

- Proven contractual relation to a public administration or mandated body of the Science, Technology and Innovation sector;
- University degree in a relevant field (MBA, economics, public administration, research management or similar) or equivalent professional experience of 8 years;
- Minimum 3 years of professional experience in science management sector;
- Proven training and advisory skills, academic experience shall be considered as an asset;
- knowledge of relevant EU legislative and institutional requirements related to the project components;
- Experience in providing expertise, advice, recommendation to national science-funding institutions;
- Experience in providing expertise, advice, recommendation to the National authorities during the process of reform and science prioritization process;
- Experience in harmonizing the European legislation and Directives into the national legal frame;
- Experience in grant project management in the shall be considered as an asset;
- Excellent communication skills;
- Fluency in written and spoken English.

Tasks:

- Overall coordination of the project implementation and of all activities;
- Coordination of the activities of the team members in line with the agreed work plan to enable timely completion of project outputs;
- Provide technical input to the project whenever needed and provision of advice in his/her field of expertise;
- Liaise with MS and BC PLs and daily contacts with BC RTA counterpart;
- Preparation of the initial and subsequent work plan(s) and project progress reports, together with PL, to be submitted to the Steering Committees;
- Plan and facilitate project activities, including workshops, conferences, trainings etc.

- Liaison with relevant projects and relevant Georgian institutions;
- Liaison with EU delegation project manager and the Programme Administration Office (PAO);
- Strengthening and further development of science-business links by promoting cooperation within main counterparts and stakeholders involved during the project implementation.

3.6.3 Profile and tasks of Component Leaders:

Component 1 (Mandatory result 1): Science - business links strengthened through supportive collaborative activities and funding schemes

Profile:

- University degree in MBA, management, public administration or relevant field or equivalent professional experience of 8 years;
- Experience in the project management;
- Experience in designing and coordinating activities related to strengthening science-business links;
- Academic (scientific) background and experience in the grant management would be an asset;
- Good communication skills in written and spoken English;

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programmes with relative stakeholders;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and daily contacts with RTA and BC counterpart.

Component 2 (Mandatory result 2): Legal framework and grant call administration procedures of SRNSFG revised and improved

Profile:

- University degree in public administration, MBA, Law or other disciplines relevant to the project or equivalent professional experience of 8 years;
- Minimum 3 years of experience in governance of research or higher education;
- Demonstration of a strong understanding of science foundation's priorities, visions and reforms aligned with the SRNSFG experience and principles;
- Knowledge of research funding mechanisms and grant monitoring procedures, evaluation criteria and related issues of science management;
- A good understanding of human resource management, training and professional development of personnel;
- Previous experience in similar projects would be an asset;
- Fluency in written and spoken English.

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting targeted programme guidelines and proposals for amendments in relevant call for proposals of the foundation;
- Provision of legal and technical advice and analysis whenever needed;
- Liaise with MS and BC PLs and coordination with RTA and BC counterpart.

Component 3 (Mandatory result 3): Institutional capacity of SRNSFG with a view to

strengthening international collaboration enhanced

Profile:

- University degree in a field relevant to the assignment or equivalent professional experience of 5 years;
- Minimum 3 years of experience in the regulatory and supervisory body in the international grant management or multilateral projects;
- Experience of the EU MSs' research and innovation system;
- Experience in knowledge transfer and/or training of employees of supervisory and/or regulatory bodies in the EU Member State;
- Good understanding of human resource management and professional development of personnel;
- Understanding characteristics and participation opportunities in the EU framework programme on Research and Innovation;
- Fluency in written and spoken English;
- Previous experience project management would be an asset.

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs, information and dissemination seminars with various stakeholders and users' groups;
- Drafting thematic / technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and daily contacts with RTA and BC counterpart.

Component 4 (Mandatory Result 4): Science Communication and awareness on science-business collaboration stimulated

Profile:

- University degree in Public relations, media studies, public administration or similar discipline relevant to the project or equivalent experience of minimum 5 years in a related field;
- At least 3 years of experience in public relations and communications;
- Demonstration of a strong understanding of the grant administration and R&I framework of the EU and MSs;
- Ability to communicate ideas clearly and articulately, in a constructive manner (both orally and in writing);
- Creative, analytical and social media skills;
- Proficient with Microsoft Office (IT skills would be an asset);
- Fluency in written and spoken English.

Tasks

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Drafting thematic / technical contributions and documents relevant for the results of the component
- Preparing and conducting training programs;
- Provision of legal and technical advice and analysis whenever needed;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and coordination with RTA and BC counterpart.

3.6.4 Profile and tasks of other short-term experts:

Profile:

- University degree in a field relevant to this assignment or equivalent professional experience of 5 years;
- Minimum 3 years of experience in the regulatory and supervisory body in the research-funding agency/science management;
- Proven experience working on legal approximation and/or capacity building issues;
- Expertise in the research and innovation development/ independent control functions, such as risk management or reporting and analyses;
- Experience in preparing regulatory framework, including impact assessments, grant call regulatory documentations, public consultations and inter-institutional coordination;
- Good understanding of training and professional development of the relevant target group;
- Good communication skills in written and spoken English;
- Previous experience in similar projects will be considered as an asset.

Tasks:

- Contributing to the sustainability of the project by ensuring that aspects of the project related to their field of expertise are implemented timely and properly;
- Supervision and on-site coordination of all activities related to their field of expertise and performed under this project;
- Timely proposals for any corrective measures;
- Assistance with drafting of strategic documents and preparation of trainings, study visits/internships, workshops, seminars, etc.
- To provide technical inputs in specific areas of project implementation in order to achieve mandatory results listed in the twinning fiche, including organization of workshops, training, coaching, drafting of methodological and relevant hand out materials, as per the terms of reference provided by the RTA prior to each mission;
- Advance preparation and familiarization with all relevant documentation;
- Liaise with RTA and BC counterparts;
- Provision of advice and analysis whenever needed.

4 Budget - 1 300 000 EUR

5. Implementation Arrangements

- 5.1 The EU Delegation to Georgia will be responsible for the tendering, contracting, payments and financial reporting and will work in close cooperation with the Beneficiary Administration. The person in charge of this project within the EU Delegation to Georgia is:

Mrs. Nino Kochishvili
Programme Officer
Delegation of the European Union to Georgia
38 Nino Chkheidze Street, 0102 Tbilisi, Georgia
Tel: + 995 32 2943763
E-mail: nino.kochishvili@eeas.europa.eu

5.2 Institutional framework

SRNSFG has Director General, two deputy directors, **three departments:** (i) Science Department,

(ii) Department of Finance and Economics, (iii) Department of Administration and Law, **and five offices:** (i) Office of International Relations and Fundraising, (ii) Office of Science Communication, (iii) Office of Public Relations, (iv) Office of Internal Audit, (v) IT office. Overall number of the SRNSFG staff is 48.

The Foundation has the International Coordination Board (ICB), which consists of leading Georgian and foreign scientists and the representatives of the Government of Georgia. ICB board determines the vision and policy of the foundation and ensures quality control of the foundation's activities. The board also establishes the strategic priorities of the foundation and monitors implementation of the action plan; the ICB meetings are held regularly once or twice a year. The management of the foundation consists of the Director General and two Deputy Director Generals. (Annex #2 -SRNSFG [structure](#))

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Mr. Levan Tlashadze

Specialist at the Office of International Relations and Fundraising

Shota Rustaveli National Science Foundation of Georgia

Address: #1. M. Aleksidze street, Tbilisi, Georgia 0193

E-mail: ltlashadze@rustaveli.org.ge

5.3.2 PL counterpart

Prof. Dr. Zviad Gabisonia

Director General

Shota Rustaveli National Science Foundation of Georgia

Address: #1. M. Aleksidze street, Tbilisi, Georgia 0193

E-mail: gabisonia@rustaveli.org.ge

5.3.3 RTA counterpart

Dr. Nino Gachechiladze

Deputy Director General

Shota Rustaveli National Science Foundation of Georgia

Address: #1. M. Aleksidze street, Tbilisi, Georgia 0193

E-mail: gachechiladze@rustaveli.org.ge

6. Duration of the project

Duration of the execution period: 27 months. The execution period will end 3 months after the implementation period of the Action, which will take 24 months.

7. Management and reporting¹⁹

7.1 Language

¹⁹ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

The Project Steering Committee (PSC) will be created at the beginning of the project, comprising of the representatives of SRNSFG, MoESCS, Member State Institutions, the EU Delegation to Georgia and Programme Administration Office (PAO) of the Ministry of Foreign Affairs of Georgia.

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. The PSC meetings could be attended by the current ongoing related projects or representatives of the relevant institutions, with respect to the project aims and objectives. Those stakeholders can be involved in the PSC with observer status.

The Steering Committee will meet at regular quarterly intervals; It will be co-chaired by the Project Leaders (EU Member State and Beneficiary Country). Discussions and important decisions, taken during the meetings will be kept in the official minutes in English with the possibility to disseminate among the committee members afterwards. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

Monitoring and Evaluation of the project will be conducted using the project-specific logframe, to be encoded in the EU projects monitoring system OPSYS. The contractor should report on the results at impact, outcome and output levels, linked to sources of verification presented in the logframe. Reporting will be carried out through Progress, Interim and Final Reports as laid down in the terms of reference / project description and general conditions. For the better quality of the log frames and indicators, the contractors are encouraged to get familiar with DG NEAR guidelines on Indicators - P. 45 and the EU Results Framework. Wherever an indicator set out in the project log frame is also reflected in the EU Results Framework, project reporting will also cover it.

8. Sustainability

After the completion of the project, SRNSFG will have strong cooperation with the identified partner institution and will continue to administer national grant schemes in line with international standards and trends.

With this project, the foundation will be to deliver the long-term benefits from the adequate investment in acquiring additional expert knowledge and skills which would result in strengthening administrative capacities, improving regulatory framework and supporting the STI development in line with the European experience and recommendations.

Acquired knowledge and practical skills of the staff and initiatives designed for and during the twinning project implementation, will definitely remain sustainable as they aim at revising legal framework for the grant administration procedures and facilitating intersectoral multilevel policy dialogue.

The achievements and benefits of the project will have permanent and ongoing beneficial effects on the SRNSFG's activities its capacity and human resources, key outputs and cooperation with MoESCS and other relevant stakeholders. SRNSFG will continue to be supervised by the MoESCS and funded by the state budget for funding the research in the near future, which clearly guarantees sustainability of the twinning project outcomes.

In order to contribute to develop implementable legislation, the Twinning project will support preparation of analytical prerequisites i.e. preparation of concept and technical notes, action plans, guidelines, training materials, call regulatory amendments/targeted grant schemes and supporting activities for youth engagement in research and strengthening international ties.

The relevant operational documents will be introduced based on the discussions / consultations with the relevant parties in a reasonable timeframe. Trained staff should be maintained within the administration to successfully fulfil their tasks.

Development of any strategic document and legislation/amendments will be carried out respecting all national procedures and practices. Any guidelines or procedures developed under this action will not contradict to any legal provision of the country.

Any internal procedure developed with the support of the project will be consistent with the formal decrees on the organisational structure and job requirements for the organisation and any by-laws. In addition, any written procedural manual or guidelines developed with the support of the project will be simple enough to be regularly updated and changed by the staff of the respective organisations without external support.

Another factor ensuring the sustainability of the project, Beneficiary will describe how in its strategy, work plan and budget planning will be conducted and prepare relevant reporting during and after the project for monitoring purposes.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The project will be implemented in full compliance with equality principles, ensuring equitable gender involvement both at the institutional level and external stakeholders involved in the project. The principles of non-discrimination irrespective of racial, ethnic origin or religious beliefs will be guaranteed and underlined in the project procedural manual in order to comply with the equality requirements of the European Union.

The foundation takes responsibility to create friendly working atmosphere, and carry out the project activities in an environment-friendly manner, so that. minimizing the paper usage and promoting the electronic means for project's operational activities in order to lessen environmental damage by any possible forms.

10. Conditionality and sequencing

SRNSFG ensures that there are no preconditions for the proposed Twinning project implementation and commits itself to provide the contributions stated in this Fiche, namely:

- Support and commitment of SRNSFG management throughout the project implementation period;
- Active participation and involvement of SRNSFG staff at all level of project as required;
- Assigning dedicated staff according to the project component and results;
- Ensuring coordination between departments and offices connected to the project tasks and management;
- Ensuring appropriate conditions for the short-term experts in order them to perform work properly while on the mission to the beneficiary institution;
- Facilitating in coordinating activities with respect to the project-related meetings, training sessions or other events;
- Ensuring access to necessary premises, office equipment, information and relevant documents required for the project;
- In time and strong coordination and acknowledgement with the beneficiary country's EU-Georgia AA action plan. 3

The project is in full compliance with the international experts' recommendations on STI development in Georgia and corresponds to the challenges and guidelines set in the national strategy documents. As stated in this document and its inseparable part – Annex 1 Logical framework, a set of numerous activities will be initiated and undertaken by the foundation for the successful run of the project.

11. Indicators for performance measurement

Components and results per component

Component 1 (Mandatory result 1): Science - business links strengthened through supportive collaborative activities and funding schemes

Indicators of Achievement:

- Number of awarded joint projects with focus on SBLs.

Sub-result 1.1: Diversification of the research funding sources encouraged and inter-sectoral collaboration strengthened

Indicators of Achievement:

- Number of MoUs between SRNSFG , private companies and international donors;
- Number of co-funded project by diverse sources.

Sub-result 1.2: Scientific priorities identified and set

Indicators of Achievement:

- Availability of analysed data/mapping on science productivity by scientific fields;
- Availability of methodological guidelines for identification of scientific priorities;
- Number of organized roundtables, workshops, discussion sessions with the local or European partner institutions and stakeholders;
- Availability of scientific priorities strategically important for STI development;

Sub-result 1.3: Coordination and consolidation of activities for science-business collaboration promoted and strengthened

Indicators of Achievement:

- Number of conducted roundtables, discussions, and trainings on how to increase cooperation

- between science institutions and private sector;
- Availability of recommendations for strengthening institutional collaborations among HEIs, research centres, private sector and other relevant stakeholders.

Component 2 (Mandatory result 2): Legal framework and grant call administration procedures of SRNSFG revised and improved

Indicators of Achievement:

- Status of statutory and other legal framework documents of SRNSFG

Sub-result 2.1. Existing call documents and legal regulations amended/modified

Indicators of Achievement:

- Status of existing call regulatory documents with particular focus on incentivizing inter-sectoral and interdisciplinary collaboration.

Sub-result 2.2. New targeted programmes initiated and implemented

Indicators of Achievement:

- Availability of regulatory documents of new targeted grant schemes tailored to the needs and capabilities of Georgian scientists and industry.

Component 3 (Mandatory result 3): Institutional capacity of SRNSFG with a view to strengthening international collaboration enhanced

Indicators of Achievement:

- Number of international partner institutions;
- Number of joint international scientific programmes and funded projects.

Sub-result 3.1: Supporting schemes/preparatory activities and capacity building based on international standards promoted and implemented

Indicators of Achievement:

- Number of agreements with potential international partner institutions;
- Number of submitted applications in multilateral projects with the involvement of SRNSFG in international consortia;
- Status of roadmap for Georgia's integration into the European research area.

Component 4 (Mandatory Result 4): Science Communication and awareness on science-business collaboration stimulated

Indicators of Achievement:

- Level of awareness on SBLs among academia and business communities;
- Number of supporting activities/targeted calls for younger generation's involvement in research.

Sub-result 4.1 Awareness-raising and science communication actions through targeted programmes and supporting activities – conducted

Indicators of Achievement:

- Availability of guideline document(s) for supporting science communication;
- Number of awareness – raising and preparatory activities, with participation of successful projects of SRNSFG grant call, supporting Georgian scientists engagement in the EU framework programme for R&I/ international consortia/scientific centers etc;
- Level of media coverage, press, TV, radio, social media campaigns and targeted programs for supporting raising awareness on science and collaborative interdisciplinary research;

12. Facilities available

The Beneficiary commits itself to deliver the following facilities:

- Adequately equipped office space for the RTA and the RTA assistant(s) for the entire duration of their secondment;
- Supply of office room including access to computer, telephone, internet, printer, photocopier;
- Adequate conditions for the STEs to perform their work while on mission;
- Suitable venues for the training sessions and meetings that will be held under the Project;
- Security-related issues will be assured according to the standards and practices applicable for all Georgian public institutions.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)
2. Structure of the SRNSFG (organizational chart)

Annex # 1-Simplified Logical Framework

Project title: Supporting inter-sectoral collaboration possibilities between Research and Industry				Programme Name and Number: EU support for the Implementation of the EU-Georgia Association Agreement, ENI/2018/041-415, Direct Management	
Beneficiary Institution: LEPL Shota Rustaveli National Science Foundation of Georgia (SRNSFG)				Total budget: 1, 300, 000 €	
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)

<p>Overall Objective</p>	<p>Address the priorities and challenges in Georgia's Science, Technology and Innovation (STI) system with the aim of ensuring interdisciplinary approach, collaborative research and promote evidence-based policy implementation in line with the EU-Georgia Association Agreement (AA).</p>		-		<ul style="list-style-type: none"> - Strong support and commitment to project implementation from SRNSFG ensured; - Active cooperation between project partner institutions continued; - Contribution to the fulfilment of AA/ DCFTA and other international commitments of GoG supported and maintained.
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<p>Specific (Project) Objective(s)</p>	<p>Enhance the capacity of Shota Rustaveli National Science Foundation of Georgia (SRNSFG) by revising and improving existing programmes and operational activities of SRNSFG in response to national priorities and socio-economic challenges, considering regional and international context.</p>	<p>Number of targeted grant calls administered by SRNSFG with focus on SBLs</p> <p>Baseline: 2018 - 1 Grant Call (Applied Research)</p> <p>Target: at least 1 new and 1 updated existing grant call of SRNSFG by the last 6 months of the project implementation</p>	<ul style="list-style-type: none"> -Proposed and adopted guidelines and regulatory documents for the institutional framework; -Trained staff and grant call administrative personnel; - Project activity reports; - STE mission reports; -Legislative amendments and explanatory notes; - Grant scheme regulatory documents amended/initiated 	<ul style="list-style-type: none"> -Delays in project implementation process; - Staff changes or/and Insufficient human resources; -Safety and stability of political landscape 	<ul style="list-style-type: none"> - Approximation of SRNSFG capacity in grant call administration and science management to the international standards ensured; -Modified and initiated grant schemes supporting SBLs continued.
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<p>Mandatory results/outputs by components</p>	<p>Mandatory result 1: Science - business links strengthened through supportive collaborative activities and funding schemes</p>	<p>Number of awarded joint projects with focus on SBLs</p> <p>Baseline: 2018 – 14 funded projects in frames of AR grant call</p> <p>Target: 2022 – 40-50 % increase of funded collaborative projects</p>	<ul style="list-style-type: none"> - Updated and newly designed call regulatory documents; - Analyses and reports on science productivity; - Operational plans and guidelines for scientific priorities developed 	<ul style="list-style-type: none"> - Insufficient readiness level from the private sector to engage in R&D activities; - Limited number of relevant innovative project proposals submitted in the grant calls 	<ul style="list-style-type: none"> - Efficient and sustainable collaboration between science and business ensured; - Intersectoral application of funded research projects ensured.
	<p>Mandatory result 2: Legal framework and grant call administration procedures of SRNSFG revised and improved</p>	<p>Status of statutory and other legal framework documents of SRNSFG</p> <p>Baseline: Current statutory and grant call regulatory documents</p> <p>Target: Revised and modified statute (1), grant call decrees (at least 2) and relevant legal framework approved by MoESCS and SRNSFG</p>	<ul style="list-style-type: none"> - Amendments to the legal regulatory documents and the targeted programmes; - Increased capacity of SRNSFG staff to implement relevant amendments; - Analysis reports of relevant legislative documents; - STE Mission reports. 	<ul style="list-style-type: none"> - Delays in adopting new or amended regulations; - Insufficient human resources. 	<ul style="list-style-type: none"> - Level of competitiveness and participation in revised grant calls of SRNSFG increased - Enhanced capacity and increased qualification of SRNSFG staff in science management ensured.

	<p>Mandatory result 3: Institutional capacity of SRNSFG with a view to strengthening international collaboration enhanced</p>	<p>Number of international partner institutions</p> <p>Baseline: 2018- up to 20 Target: 30% increase compared to the baseline by the end of the project</p> <p>Number of joint international scientific programmes and funded projects</p> <p>Baseline: 2018 - around 10 joint international grant calls administered by SRNSFG</p> <p>Target: 2022 –30 % increase of the bilateral and multilateral joint projects/calls</p>	<p>-Memorandum of Understanding (MoU), Agreements on joint scientific collaboration; -STE mission reports; -Information sessions, trainings and supporting activities for Georgia’s active engagement in multilateral research and innovation projects; - Reports, analysis and minutes from the trainings and meetings.</p>	<p>-Lack of readiness from of potential partner institutions to develop collaborative programmes with Georgian counterparts; -Insufficient capacity of Georgia’s scientific community</p>	<p>Participation of Georgia’s research and non-academic community in the EU framework programme for R&I increased; Success rate of Georgia’s participation in the multilateral grant projects and EU framework programmes increased</p>
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	<p>Mandatory result 4:</p> <p>Science Communication and awareness on science-business collaboration stimulated</p>	<p>Level of awareness on SBLs among academia and business communities</p> <p>Baseline: Not Available²⁰</p> <p>Target: Increase of awareness by up to 30 % by the end of the project²¹</p> <p>Number of supporting activities/targeted calls for younger generation's involvement in research.</p> <p>Baseline: 2018 - around 5 grant schemes targeted for young scientists/including secondary school students</p> <p>Target: 2022-around 7 targeted calls and funded projects with youth participation</p>	<p>-Promotional materials, links to public information tools;</p> <p>- STE Mission reports;</p> <p>-Media campaigns, interviews, web-page;</p> <p>-Guidelines and plans for science popularization;</p> <p>-Call regulatory documents for youth engagement in grant projects.</p>	<p>-Lack of wider engagement in targeted events;</p> <p>Insufficient media engagement in science popularization activities.</p>	<p>Awareness level of wider public (academia, private sector and non-academic representatives) on STI system increased;</p> <p>-Commitment to promoted participation of Young scientists in the SRNSFG grant calls ensured.</p>
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²⁰ The baseline study to be conducted within the first 6 months of the project.

²¹ The repeated study to be conducted in the last quarter of the project.

<p>Sub-results per component (optional and indicative)</p>	<p>1.1: Diversification of the research funding sources encouraged and inter-sectoral collaboration strengthened</p>	<p>Number of MoUs between SRNSFG, private companies and international donors</p> <p>Baseline: 2019 - 1 MoU Target: 2 new MoU between SRNSFG, international donors and private companies</p> <p>Number of co-funded project by diverse sources</p> <p>Baseline:2018 – Not Available Target: 2022 – at least 2 co-funded projects</p>	<ul style="list-style-type: none"> -Legislative amendments and relevant call regulatory documents of SRNSFG; -Technical working group meeting materials/minutes/conclusions; - Minutes of the Consultations and roundtable discussions; -Operational plans and procedures; -Implementation 	<ul style="list-style-type: none"> -Insufficient research funding sources available; -Delays during the project implementation; -Insufficient human capacity; -Lack of coherence and coordination of diverse stakeholders involved. 	<ul style="list-style-type: none"> -Commitments and obligations of the AA, SDGs and other requirements supported and maintained -Distribution of the research funding sources diversified
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	<p>1.2: Scientific priorities identified and set</p>	<p>Availability of analysed data/mapping on science productivity by scientific fields;</p> <p>Baseline: Not Available ²² Target: Report/research prepared²³</p> <p>Availability of methodological guidelines for identification of scientific priorities</p> <p>Baseline: 2019- Not Available Target: Guidelines prepared within the first year of project implementation</p> <p>Number of organized roundtables, workshops, discussion sessions with the local or European partner institutions and stakeholders;</p> <p>Baseline: 2019 – 1event per year Target: 4 events organized during the project implementation</p> <p>Availability of scientific priorities strategically important for STI development</p> <p>Baseline: Not Available Target: policy document reflecting strategic scientific priorities prepared and adopted by the MoESCS.</p>	<p>manuals for further development of the set science and innovation policy;</p> <p>-Tables of concordance;</p> <p>-STE mission reports;</p> <p>-Promotional materials;</p> <p>-Project documentation, including quarterly and final reports.</p>		<p>and structured in accordance with the set scientific priorities ensured.</p> <p>-Strong support and commitment to maintenance of the project outcomes and recommendations ensured;</p> <p>-Availability of all necessary materials and documents during the project implementation ensured</p>
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²² The report to be prepared within the first 6 months of the project implementation

²³ The report to be prepared within the last 6 months of the project implementation

	<p>1.3: Coordination and consolidation of activities for science-business collaboration promoted and strengthened</p>	<p>Number of conducted roundtables, discussions, and trainings on how to increase cooperation between science institutions and private sector</p> <p>Baseline: 2018 – 1 Target: 3 events organized per year</p> <p>Availability of recommendations for strengthening institutional collaboration among HEIs, research centres, private sector and other relevant stakeholders</p> <p>Baseline: 2019 -Not Available Target: Recommendations elaborated within the last 6 months of the project implementation</p>			
	<p>2.1. Existing call documents and legal regulations amended/modified</p>	<p>Status of existing call regulatory documents with particular focus on incentivizing intersectoral and interdisciplinary collaboration</p> <p>Baseline: 2019 - Current Call regulations Target: Revised call regulatory documents with greater focus on inter-sectoral and interdisciplinary collaboration, by the end of the project implementation.</p>	<p>-Call regulatory documents; -Project documentation, including quarterly and final reports; -STE mission reports -Technical working group meeting materials/minutes/con</p>	<p>-Insufficient human resources; -Delays in project implementation timeframe.</p>	<p>Support and readiness for successful implementation of the project outcomes continued; Active collaboration between</p>

	<p>2.2. New targeted programmes initiated and implemented</p>	<p>Availability of regulatory documents of new targeted grant schemes tailored to the needs and capabilities of Georgian scientists and industry</p> <p>Baseline: 2019 - Not Available Target: Regulatory documents for new targeted calls prepared within the second year of project implementation.</p>	<p>clusions.</p>		<p>partner institutions ensured;</p>
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	<p>3.1: Supporting schemes/preparatory activities and capacity building based on international standards promoted and implemented</p>	<p>Number of agreements with potential international partner institutions</p> <p>Baseline: 2019 - 10 Target: 2022 - 15</p> <p>Number of submitted applications in multilateral projects with the involvement of SRNSFG in international consortia</p> <p>Baseline: 2019 - 2 applications Target: at least 1 additional application submitted by the end of the project</p> <p>Status of the roadmap for Georgia's integration into the European Research area</p> <p>Baseline: 2019 - Not Available Target: 2021 - Roadmap elaborated with active involvement of relevant stakeholders</p>	<p>-MoUs, cooperation agreements; -Project documentation, including quarterly and final reports; -STE mission reports -Minutes, conclusions, list of trainings/workshops and related activities for awareness raising campaigns on EU framework programmes and international grants.</p>	<p>-Lack of potential partner institutions; -Low readiness level for multilateral project implementation/competitive consortia building.</p>	<p>-Commitment to supporting international obligations and requirements of the strategically important documents/regulations ensured</p> <p>-Science internationalization promoted and maintained by SRNSFG;</p> <p>- Capacity of the foundation in international standards and principles of grant management increased</p>
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	<p>4.1 Awareness-raising and science communication actions through targeted programmes and supporting activities conducted</p>	<p>Availability of the guideline document(s) for supporting science communication;</p> <p>Baseline: 2019 - Not Available Target: Guideline document elaborated by the end of the project</p> <p>Number of awareness-raising and preparatory activities, with the participation of successful projects of SRNSFG grant call, supporting Georgian scientists' engagement in the EU framework programme for R&I/international consortia /scientific centres etc.;</p> <p>Baseline: 2018 - 2 Target: Starting from 2020 – 4 activities during project implementation.</p> <p>Level of media coverage, press, TV, radio, social media campaigns and targeted programs for supporting raising awareness on science and collaborative interdisciplinary research.</p> <p>Baseline: 2018 – 2 videos, 3 TV programmes. Target: 2021 -at least 2 new videos on science popularization and SBLs, 4 TV programmes.</p>	<p>-Guidelines and action plan for science communication; -New targeted grant incentives/regulatory documents; -Media campaigns, press/TV/radio programmes on science popularization; -Project materials; -STE mission reports.</p>	<p>-Lack of youth engagement in scientific activities/research projects; -low level of media coverage/science popularization</p>	<p>-Youth engagement and participation in science and research projects promoted;</p> <p>-PR and science communication guidelines adopted/Active PR and media campaigns initiated and continued.</p>
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Annex 2 – Organizational Chart of the SRNSFG

