



საქართველოს ოკუპირებული ტერიტორიებიდან დევნილთა, შრომის,  
ჯანმრთელობისა და სოციალური დაცვის სამინისტრო

Ministry of Internally Displaced Persons from the Occupied Territories,  
Labour, Health and Social Affairs of Georgia



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To: Admissions Committee of the University of Oxford

**RE: Reference letter for Tamar Bortsvadze (application for MS in Evidence-Based Social Intervention and Policy Evaluation).**

It is my great pleasure to recommend Ms. Tamar Bortsvadze for the postgraduate programme at your university. I came to know her very well as her direct supervisor when she served as a programme manager at LEPL State Fund for Protection and Assistance of (Statutory) Victims of Human Trafficking (ATIPFUND) three years ago. Our relationship was subsequently enhanced with her interactions with the Ministry of Labour, Health and Social Assistance of Georgia where I currently serve as a Deputy Minister. In recent years, Tamar has been leading a programme on healthcare system strengthening to respond to gender-based violence/domestic violence in Georgia and later, due to her excellent work, she was appointed as the Head of Monitoring, Evaluation and Project Design Division at the ATIPFUND. The former project occurred under my direct supervision, however, we continued our work relationship after my promotion to Deputy Minister, and it is on this basis, I would like to unequivocally support her application.

The Georgian government has recently started developing national referral mechanisms to further strengthen care and social service delivery for victims of gender-based violence. Tamar's contribution to these efforts have been highly regarded and should be emphasised. In her capacity as a programme manager at the ATIPFUND, which is the service providing governmental entity under the Ministry of Health, she is leading a pilot project that involves the establishment of institutional and legislative systems for effective healthcare responses to victims of physical, sexual and psychological violence. Undertaking this job successfully, requires very good knowledge of the functioning of healthcare policies and systems in the country, understating of gender-based violence and a good grasp of the mechanisms for the provision of social services. In undertaking these duties, Tamar showed an excellent knowledge and understanding of these issues and excellent leadership skills.

Her rigor and grasp of the issues was well demonstrated by her development and application of a training module for healthcare professionals. In the framework of the ATIPFUND programme, more than 300 family doctors and other healthcare professionals have already been trained under Tamar's direct oversight and management. In addition, she has demonstrated excellent knowledge and expertise in developing research methodologies and analysing data regarding understanding healthcare providers' knowledge, perceptions and practices to respond cases of domestic violence.

Besides this, under my current role, I would like to mention her contribution in developing a proposal for deinstitutionalize residential care institutions for people with disabilities that is managed by the ATIPFUND. Through this she demonstrated very good grasp of care policy issues in the country and mechanisms for alternative service provision for encouraging independent living for persons with disabilities and mental health problems.

Tamar is a perceptive, sharp individual with a high aptitude for completing tasks on time with professionalism. She has demonstrated excellence in all that she puts her mind to, whether it is designing a programme, overseeing initiatives and in collaborating with others. Her curiosity, combined with her perseverance, hard work and initiative, leads me to believe there will be no limit to her growth. She would surely be an asset to a top university like Oxford.

On the personal level, Tamar is a well-disciplined, industrious employee with a pleasant personality. Tamar is unquestionably an excellent candidate for graduate studies. Her current work experience and future career goals suggest that she would greatly benefit from the opportunities for intellectual development provided by this programme of study. She has proven herself to have the perseverance, initiative, and intellectual creativity necessary to complete an advanced graduate degree and she would be an extremely positive asset to your programme. I am sure people like Tamar would greatly benefit the country in strengthening human capital to achieve her ambition to contribute to provide better social policy solutions. I would like to recommend her without reservation.

If I can be of any further assistance, or need to provide you with any further information, please do not hesitate to contact me at [t.barkalaia@moh.gov.ge](mailto:t.barkalaia@moh.gov.ge)

Yours faithfully,

Deputy Minister

SIGNED/SEALED  
ELECTRONICALLY 

Tamila Barkalaia