



TOR for STE-Assignments / Advisory / Services Contract

Programme:	Private Sector Development and Technical Vocational Education and Training Programme in South Caucasus (PSD TVET SC): Clusters4Development Project
PN:	16.2179.6-007.00
Activity:	Support the development of Georgian Apparel and Fashion Association via strategic management of the cluster
Period:	08 January 2022 – 30 June 2023

1. Brief information about the project

“Clusters 4 Development: Better Business Sophistication in Georgia” Project (hereafter – C4D) is a multi-donor action funded by the EU and the German Ministry for Economic Cooperation and Development (BMZ). The project is implemented by the Private Sector Development and TVET South Caucasus Programme at the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

C4D is an integral part of the EU Programme “Economic and Business Development in Georgia”, Component 3: greater business sophistication, in particular, related to the strengthened policy framework to facilitate the development of SME, clusters and incubators (Result 3.1) and the development and functioning of the clustering approach in at least 5 pilot sectors in Georgian regions (Result 3.2).

In line with these results, the specific objectives of the project are: 1) Enhanced business performance of private sector actors in the construction, tourism and apparel sectors through cooperation mechanisms (Components 1-3); and 2) Improved institutional framework for cluster and business development (Component 4).

Specifically, the project is implemented across four components:

- Component 1: Development and pilot implementation of a market-oriented cluster in the construction sector.
- Component 2: Development and pilot implementation of a market-oriented cluster in the tourism sector.
- Component 3: Development and pilot implementation of a market-oriented cluster in the apparel sector.
- Component 4: Enhancement of institutional capacities for cluster and business development.

Key Implementing Partner of the project is the Ministry of Economy and Sustainable Development of Georgia (MoESD).



TOR for STE-Assignments / Advisory / Services Contract

2. Context and current situation in the field of assignment

Clusters4Development project supports establishment of the market-oriented cluster in the apparel sector - “Sustainable Apparel Made in Georgia”. The cluster is currently registered as Georgian Apparel and Fashion Association (GAFA). The focus of the cluster is to unite Georgian small and medium-sized enterprises active in apparel sector under one umbrella, identify their needs, challenges and opportunities and support them in their further sustainable development through networking, promotion and access to knowledge and expertise. The cluster will support the creation of synergy among cluster members, as well as help to promote the production for potential local and international buyers.

C4D contributes to cluster development, manages and monitors successful implementation of agreed activities and processes. It also helps in increasing awareness of both cluster and its members in order to promote sustainable apparel and fashion made in Georgia.

Since July 2019 following key developments have taken place:

1. Establishment of Cluster Initiative Group
2. Development of cluster vision, mission, strategy and structure
3. Election of the board of directors
4. Development of four working groups and election of WG heads
5. Development of visual branding and selection of the cluster title “Georgian Apparel and Fashion Association” (GAFA)
6. Registration of GAFA
7. Creation and launching of social media and web page platforms

3. Objective of the assignment

The objective of this assignment is to support further development of market-oriented cluster in the apparel sector - “Sustainable apparel made in Georgia” (now named as GAFA – Georgian Apparel and Fashion Association). The focus of the cluster is to unite the **Georgian small and medium size enterprises active in apparel sector** under one umbrella, identify their needs, challenges and opportunities and support them in their further sustainable development through networking, promotion and access to knowledge and expertise. The cluster will support the creation of synergy among cluster members, as well as help to promote the production for potential local and international buyers.



TOR for STE-Assignments / Advisory / Services Contract

Based on the overall objective of the Project, the purpose of this assignment is to continue support of cluster development, manage and monitor the successful implementation of agreed activities and procedure. Support BOD and WG heads and international experts engaged in the further development of GAFA.

The Project seeks to contract an individual person on the position local expert in order to support the project in conduction of strategic management activities of GAFA – Georgian Apparel and Fashion Association.

4. Deliverables and timeline

The contract period for this assignment is expected to be from 08 January 2022 to 30 June 2023. An indicative structure of tasks/deliverables and due dates is suggested as follows:

Phase/Tasks	Deliverables	Expert Days	Due Date
1. Preparatory work			
1.1. Review and get familiar with the developed documentation 1.2. Review and acquaint with GAFA members and partners 1.3. Get familiar with international experts conducted work and experts themselves. 1.4. Conduct first introductory meetings with GAFA members and international experts	<ul style="list-style-type: none"> Summary of preparatory work, findings and strategy of action for 2022 Meeting report 	10	31 January 2022
2. Development action plan 2022 - 2023			
2.1. Together with BOD and WG heads, under the supervision of international experts and in a close cooperation with the programme expert develop an action plan and timeline for management of GAFA for 2022 detailed and for 2023 general 2.2. Together with BOD and WG heads, under the supervision of international experts and in a close cooperation with the programme expert develop an action plan and timeline and KPIs for BoD and WG of GAFA for 2022 and 2023	<ul style="list-style-type: none"> Action plan GAFA – 2022, 2023 Action plan and KPIs BoD, WG - 2022 	30	28 February 2022 28 February 2023
3. Support International Experts			



TOR for STE-Assignments / Advisory / Services Contract

Phase/Tasks	Deliverables	Expert Days	Due Date
<p>3.1. Support international experts in conduction of their activities in order to support a further development of GAFA</p> <p>3.2. Communicate with GAFA members and partners, to identify needs and agree them with international experts</p> <p>2.3. Organize meetings / e-meetings with international experts and GAFA</p> <p>2.4. Guarantee the transparent information flow between international experts and GAFA members.</p> <p>2.5. Monitor the implementation of agreed actions and sufficient fulfillment of responsibilities from both sides (GAFA and International experts)</p> <p>3.1. Develop a final report regarding international experts' activities</p>	<ul style="list-style-type: none"> Record of the meetings Monthly report on conducted activities Final report 	150	30 June 2023
4. Strategic Management – Cluster development			
<p>4.1. Together with BOD and WG heads, develop a PR and marketing action plan for 2022-2023 and monitor its fulfillment.</p> <p>4.2. Monitor the implementation of actions and fulfillment of responsibilities of service contractors (Legal and accounting, Social media and web page management)</p> <p>4.3. Conduct monthly meetings with BoD, WG heads as well as with GAFA members, for follow ups, next steps and identification of needs.</p> <p>4.4. Permanently conduct market research to identify potential new members and partners in order to increase the number of new members till 2023 (minimum 20 new members and 10 new partners from the value chain)</p> <p>4.5. Development of the final report on conducted activities and achievements of the cluster</p>	<ul style="list-style-type: none"> PR and Marketing Action Plan 2022 -2023 Monthly report Meeting report Events report List of new members and partners Final report 	150	30 June 2023



TOR for STE-Assignments / Advisory / Services Contract

5. Coordination and Communication

Close coordination and reporting with the Project Team Leader and the dedicated Programme Expert, as well as an active cooperation with the international consulting company, is mandatory during the implementation of the assignment.

6. Conditions and payment terms

Payment will be carried out based on the implementation of this assignment and the acceptance of all deliverables by GIZ.

7. Submission Requirements

The bidding consultant shall submit technical and financial proposals to comply with the following requirements:

- The **technical proposal** shall contain information about the bidders and his/her relevant experience, proposed concept and work plan to implement the assignment;
- The **financial proposal** shall clearly state all types of costs to be charged to the Project to implement this TOR.

8. Evaluation criteria

A technical proposal by a bidder shall be evaluated based on the quality of a technical proposal, bidder's qualifications and experience and consideration of recommendations.

8.1. Evaluation criteria for a technical proposal

A technical proposal by a qualified bidder shall be evaluated based on the relevance of the chapters of the technical proposal to include

- 1) Interpretation of objectives;
- 2) Strategy of implementation;
- 3) Management of processes, cooperation, learning and innovation
- 4) Work schedule and timelines
- 5) Monitoring and evaluation concept

8.2. Evaluation criteria for a bidder

8.2.1. Education

Master's degree in Business Administration, Economics, Marketing or a related discipline.



TOR for STE-Assignments / Advisory / Services Contract

8.2.2. Knowledge and skills

- a) Excellent communication, facilitation and moderation skills both in Georgian and English languages
- b) Advanced computer skills including Microsoft Office and web-based applications;

8.2.3. Work experience

- a) At least 5 years of relevant professional experience providing consulting services to the companies, cluster organizations, BMOs, international development agencies working in the field of private sector development.
- b) At least 5 years of professional experience in project management
- c) Professional experience in the following areas:
 - i. Management in Marketing project;
 - ii. Management of the projects related to digitalization;
 - iii. Organizational and business strategy development;
 - iv. Organizational capacity development;
- d) Proven track record of supporting international experts' missions to Georgia implementing assignments under international capacity development projects;

8.3. The financial proposal shall clearly state:

- All types of costs to be charged to the project for implementation of this assignment, **included income tax and pension.**

* For the detailed information, please review assessment grid, attached to this document.