



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 LEPL Enterprise Georgia in Performance Appraisal (P.A) HR System Development and Pilot Implementation
Period:	November 7, 2022 – June 2, 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).

2. Context and current situation in the field of assignment

Within Component 4, it is foreseen to support a conducive cluster development framework at a national level as well as to provide specific assistance to Enterprise Georgia (EG), business development agency under the Ministry of Economy and Sustainable Development of Georgia)



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to strengthen its role and governance for promoting business development and providing demand-oriented services to the private sector.

With the support of the C4D project, EG went through important milestones towards institutional strengthening and improvement, comprising of clusters support EU good practices learning and local policy adoption, existing programs economic impact assessment framework (IAF) development & pilot implementation and existing business support portfolio review, elaboration on selected new products/services to be adopted further, derived from local market needs assessment and international comparative analysis. Beyond that, various management and technical trainings were provided to EG staff and HR functional improvement was among them.

Existing P.A. HR system at EG needs upgrade and switching to objective-oriented model, holding regulated mechanism to enable levelling up work culture in the organization, having data on staff capacity and performance, which will result improvement in annual and strategic planning for making better impact, in accordance with mandate.

As general information, Enterprise Georgia counts 89 employees and has 3 main directions: business development, investment attraction and export support. The agency is governed by director and 2 deputies, supervising respective 9 departments in total with front and back-office functions.

3. Objective of the assignment

The main objective of this assignment is to support Enterprise Georgia in developing performance-based and objective-oriented appraisal HR system (P.A. HR System) with tight alignment to EG's strategic goals.

Establishing a performance appraisal system is considered as an essential part of institutional development of EG and effective tool for management, which helps to find a need of training and development, identifying employee potential, raise concerns and ideas, improve future recruitment. As a result, the system aligns employees and resources to meet strategic objectives (specific, measurable, achievable, relevant and time-bound) of the organization.

The objective is envisioned to be achieved through 3 major outcomes within the scope of this assignment:

Outcome 1: Drafted inception report with action plan describing concept of the envisioned framework, including detailed timeline for P.A. HR system development and pilot implementation milestones.

Outcome 2: Developed and documented P.A. HR system framework, feasible in a state-owned organization.

Outcome 3: Successful pilot implementation and awareness building across the organization.



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3.1. Scope of work

The assignment shall be carried out in 3 phases:

Phase (1): Inception report with action plan

The activities of the local service contractor for this phase involves:

- 1) Conduct study of existing materials, inter alia: EG strategic goals commissioned by government, IAF indicators catalogue, organizational structure, positions grid, job descriptions, staff satisfaction survey (if any) output and turnover trend, HR manual and other relevant background information as a part of inception phase of the assignment.
- 2) Conduct interviews and workshops with management, HR unit and staff and other stakeholders (if needed), necessary to communicate before the framework concept is designed.
- 3) Draft inception report with the envisioned key elements of the framework and embedded action plan with detailed timeline for the P.A. system development and pilot implementation, taking into consideration the contract duration.
- 4) Present the report to EG management and HR unit, get approval for further phases.

Phase (2): Development of P.A. System

The activities of the local service contractor for this phase involves:

- 1) Develop objective-oriented P.A. HR framework, based on setting and tracking quantitative and qualitative key performance indicators and deliverables achievable by structural units during the reporting period and oriented on agency targets.
- 2) Create tool / form for administration of the process, considering user-friendly approach and feasibility in practice.
- 3) Closely collaborate with EG HR unit and management, engage in discussions and workflow.

Phase (3): Pilot Implementation and Training

The activities of the local service contractor for this phase involves:

- 1) Accompany pilot implementation on selected structural unit and actively involve HR unit in the process.



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- 2) Conduct training session(s) to build awareness about the framework within EG team and guide EG HR unit to take ownership of the system administration.
- 3) Draft final report with annexed other deliverables.

3.2. Intellectual Property

EG shall be entitled to all intellectual property and other proprietary rights including, but not limited to documents, files and other materials, which the contractor will develop under the assignment, and which bear direct relation to fulfilment of the assignment. The contractor shall take all necessary steps in transferring intellectual property to EG.



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3.3. Deliverables and timeline

The contract period for this assignment is expected to be from 7 November 2022 – 02 June 2023. An indicative structure of tasks/deliverables and due dates is suggested as follows:

Phase/Tasks	Deliverables	Expert	Due Date
1. Phase #1: Inception report with action plan			
1.1. Conduct and summarize study process and debrief takeaways	<ul style="list-style-type: none"> Summary report (Word doc. in ENG) 	15	December 2, 2022
1.2. Draft Inception report elaborating on envisioned framework concept and key elements with detailed action plan for P.A. framework development and implementation. This should also include assessment and recommendation(s) on improvement of existing HR documents (if any), to be used as guidance in further execution by EG HR team.	<ul style="list-style-type: none"> Inception Report (Word doc. in ENG) Action Plan (Excel file in ENG) 	6	December 16, 2022
1.3. Presentation of the report and action plan to EG top management and HR unit.	<ul style="list-style-type: none"> ppt in ENG Meeting agenda and list of participants Evidence about EG top management confirmation on proposed system, as ground for further proceed. 	2	December 23, 2022
2. Phase #2: Development of P.A. HR System			
2.1. Create P.A. HR system framework, incorporating policy/procedures and selected tool/form for administration of the process, with defined objectives by structural units (derived from agency level objectives).	<ul style="list-style-type: none"> Guideline Word doc. in GEO with description of methodology and procedure of the system administration Excel metrics in ENG Minutes of meetings / workshops in ENG with indication of participants and main topics. 	45	March 31, 2023
3. Phase #3: Pilot Implementation and Training			



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Phase/Tasks	Deliverables	Expert	Due Date
3.1 Pilot implementation covering all positions in selected department, process guidance and description, summary of conducted activities (including trainings and/or workshops, based on need)	<ul style="list-style-type: none"> Justification in Word doc. in ENG about selected structural unit to be piloted Pilot implementation process description in Word doc. in ENG Summary of conducted activities in Word doc. in ENG Minutes of the workshops and trainings (if applicable) in ENG 	15	April 28, 2023
3.2. Develop training material and conduct training and /or workshop sessions for awareness building about the system	<ul style="list-style-type: none"> Training material in ppt in GEO Agenda and list of participants 	3	May 16, 2023
4. Final report			
4.1 Draft final report incorporating the performed tasks and achieved milestones	<ul style="list-style-type: none"> Final Report 	4	May 30, 2023

4. Coordination and Communication

Close coordination and reporting to the Team Leader and dedicated program expert, as well as active cooperation with EG management, HR unit and relevant stakeholders for the assignment. Meetings, interviews, workshops, or presentations will be organized on spot and/or online and coordinated by EG HR unit.

5. Visibility

Development of all products under this assignment is funded by the EU and the German Federal Ministry for Economic Cooperation and Development (BMZ) and must follow communication and visibility requirements for the EU and BMZ financed external actions (i.e. inclusion of logos and disclaimers).

6. Conditions and payment terms

For this assignment, maximum 90 working days is agreed. Phase #1 is considered as milestone and pre-condition for the next phase commencement, fulfilment of which depends on EG top management approval, consent on the proposed framework concept and action plan by the consultant. EG commits to allocate necessary resources and put effort for collaboration and following the consultant in fulfillment of this assignment with high quality and in timely manner.

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



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7. Submission Requirements

The bidding Individual should submit technical and financial proposals to comply with the following requirements:

Technical proposal shall contain:

Information about the expert/consultant demonstrating its strong record in HR management and consulting, including cooperation with international organizations, and focusing on the assignment scope:

1. Assignment relevant portfolio – past works that demonstrate ability of the consultant to tackle this assignment and produce high-quality deliverables. Knowledge of public sector relevant specifics and HR regulations should also be demonstrated.
2. Work plan to include proposed implementation schedule and activities to be performed by the consultant for completion of this assignment.
3. CV with relevant contact persons evidencing experience.
4. Diploma and certificate(s) evidencing relevant educational background.

7.1. The financial proposal shall clearly state:

- Proposed daily rate must include individual pension contribution, if applicable, income tax and transportation costs.

8. Evaluation criteria

Technical Proposal will be assessed based on the following criteria:

- Credentials of the bidder and assignment-relevant experience.
- Quality of the technical proposal and work schedule.
- Educational background and portfolio.

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