

## Terms of Reference (ToR)

### Final Evaluation

#### Project 'GRETA: Green Economy: Sustainable Mountain Tourism and Organic Agriculture'

(ADA Project Nos. 6542-00/2018, 6542-01/2018, 6542-02/2018; EU ID Number: EU ENI/2018/401-348)

### I. Introduction/Background

Agriculture and tourism constitute two essential sectors of income in the rural high mountain areas of Georgia. More than half of all Georgian employees work in agriculture, which, however, generates only 6.8% of Georgia's gross domestic product. Most agricultural enterprises operate at subsistence level. In the tourism sector, significant growth could be experienced in the past decade which also transformed living conditions and economic sectors in the target regions of the GRETA project. Frequently, tourism appeared to be a more profitable source of income than agriculture, which led to significant transformations of traditional lifestyles in many rural municipalities. This transformation did not always happen in an environmentally and economically sustainable manner. Thus, efforts of public sector entities and international donors have started to focus on supporting a more sustainable transformation of rural livelihoods based on sustainable economic growth and environmentally sound practices.

As its **overall objective**, the GRETA project contributes to improving the business environment and creating new income opportunities in sustainable mountain tourism and organic farming in order to reduce poverty and exclusion in the selected mountain areas of Georgia. The creation of new opportunities and increases in the beneficiaries' income in the two growth sectors goes hand in hand with actions to support the Government of Georgia's legal and policy framework and to help Georgian SMEs (Small to Medium Size Enterprises) to professionalise and scale up.

The **project budget** totals € 6.8 Million Euros and consists of contributions of the EU (€ 3 mill.), Sweden (€ 2.8 mill.) and the Austrian Development Cooperation (€1.0 mill.). Project start was in December 2018, the inception phase was completed in August 2019 and is now in its operational phase until November 10, 2023. The project closing phase is scheduled to end May 10, 2024.

**Expected results concentrate** on three areas (according to logical framework):

1. The legal and policy framework for sustainable mountain tourism and organic agriculture is enabling sustainable and inclusive development;
2. Employment and income in both sectors are increased due to new and better products and services and through better market linkages, locally, nationally and internationally;
3. Access to capacity development measures for people and institutions active in the fields of sustainable mountain tourism and organic agriculture is improved and a system of knowledge management is in place enabling joint learning among public, private and civil society actors.

The **project target** area consists of eight municipalities in the regions of Upper Imereti (municipalities of Sachkhere, Tkibuli, Chiatura), in Racha-Lechkhumi-Lower Svaneti (municipalities of Ambrolauri, Oni, Tsageri, Lentekhi) and in Upper Svaneti (municipality of Mestia).

**Intended direct beneficiaries** of GRETA are at least 400 small-scale business enterprises and producers in mountain tourism, 300 accommodation service providers, 300 other tourism service suppliers like tour operators (climbing-, hiking-, bicycle-, walking-, horseback-, historical- and culinary tours), tourism information centres associations and DMOs (Destination Management Organizations), 230 farmers involved in organic agriculture certification, 2 certification bodies, 76 local villagers and inspectors specialized in selected local value chains.

**Indirect beneficiaries** on the central level are six Ministries and public institutions (Ministry of Economy and Sustainable Development, Ministry of Environmental Protection and Agriculture, Ministry of Regional Development and Infrastructure, Enterprise Georgia, Georgian National Tourism Administration), some 70 extension service staff and other MEPA-representatives at municipality and central level, 6 associations, retailers and online food stores, agricultural colleges and training institutions, thousands of tourists and consumers of organic products.

**Project Governance:** The project is implemented by the Austrian Development Agency (ADA) and is funded by Sweden, the EU and Austria. The guiding principles and governance framework of the project are lined out in the Annex I to the European Union Indirect Management Delegation Agreement 2018/401-348 and to the Arrangement on Delegated Cooperation with Sweden Description of Action: Green Economy: Sustainable Mountain tourism & Organic Agriculture (GRETA). The three donors plus representatives of various government agencies are represented in an Advisory Committee (AC) and a Programme Steering Committee (SC). The Advisory Committee is composed of high-level representatives of Ministry of Economy and Sustainable Development of Georgia, Ministry of Environment Protection and Agriculture of Georgia, representatives of concerned local government units of the pilot regions, a private sector representative, the EU Delegation, Sida and the ADA Coordination Office in Tbilisi.

Further information about the GRETA project: [www.gretaproject.ge](http://www.gretaproject.ge)

## II. Purpose and objectives of the evaluation

The main purpose of this external, independent evaluation is accountability and learning. It is expected to start in late October 2023 and be concluded by March 2024.

The evaluation aims to assess the project's effectiveness, efficiency, impact and sustainability. It will help foster a culture of learning and improvement and provide evidence for better future programming and implementation. The main users of the evaluation results are the donors as well as ADA staff at Headquarters and in the field.

## III. Scope of the Evaluation

This final evaluation covers the period from December 2018 (start of project inception) to November 2023 (end of project implementation). The geographic scope should encompass all project target areas, with data collection in Georgia expected to be undertaken in all eight targeted municipalities plus in the capital Tbilisi. Equally, all of the project's components are part of the evaluation's scope. In terms of evaluation criteria covered by this evaluation, the assessment of effectiveness will focus on outcome level results, the assessment of impact on the immediate impact, in terms of sustainability on the prospects for sustainability. With regard to efficiency, the

assessment will focus on the decision-making processes between ADA HQ, project team and Coordination Office in Tblisi; the project's human resources, as well as the application, selection and reporting process for its grant scheme. The assessment must reflect how cross-cutting issues and basic principles (gender, environment, Leave No one Behind/LNOB) have been applied and with which results.

#### IV. Specific Evaluation Questions

##### Effectiveness

1. To what extent has the project achieved its intended results (focus on outcome level)?
2. To what extent have the results achieved contributed to gender equality and women/girl's empowerment, social inclusion, and environmental sustainability?
3. Which factors facilitated or hindered results achievement? Which gaps and strengths in this context can be identified in the projects' intervention logic and in the implementation?

##### Efficiency:

4. To which extent have the project decision-making processes and human resource allocations been adequate to ensure agile project management and efficient implementation?
5. To which extent have the application, selection, and implementation of the grant scheme been efficient?

##### Immediate Impact:

6. To what extent has the project contributed to tangible changes) – positive or negative?
7. Are these immediate impacts, if any, equitably distributed among various social groups (i.e., men / women / marginalized groups) and rural/mountainous ecosystems?

##### Prospects for Sustainability:

8. Are there indications of self-sufficiency and resilience of direct and indirect beneficiaries/stakeholders within the targeted municipalities to maintain project achievements beyond project duration, and if so, how have these been fostered?
9. Which internal and external factors facilitate or hinder results to be sustained beyond the project duration?

#### V. Design and Approach

The evaluation must be carried out in a gender-sensitive, social conflict sensitive and inclusive manner. The principle of do no harm must be respected throughout the evaluation process. The evaluation should employ a mixed- methods approach to data collection and analysis. A mixed-methods design will be used to draw from the strengths of both qualitative and quantitative methods and to improve the internal validity of evaluation results through data and method triangulation. The evaluation will use a range of data sources and data collection methods to ensure the reliability of results, promote impartiality, reduce bias and ensure findings are based on the most comprehensive and relevant information possible. The methods are likely to include document review, key informant interviews, focus group discussions, collection of primary of secondary statistical data, direct observations. Available monitoring and evaluative evidence, such as project monitoring data, the project's mid-term evaluation, the EU's Results Oriented Monitoring

(ROM) must be taken into consideration during document review. Bidders are asked to explain in their offer their suggested choice of methods as well as data sources (e.g. quantitative secondary data, potential interview partners) and related sampling and sequencing strategies. The offers should detail which evaluation approach and mix of methods is deemed appropriate and feasible to answer the evaluation questions. All data collected need to be disaggregated by gender, age, and residence; this disaggregation need to be also reflected in the report.

The evaluation will be implemented in three phases: inception, inquiry and synthesis, with key milestones and deliverables in each phase. Formal feedback loops, using feedback matrixes will be applied to comment and finalize the draft evaluation products such as the inception report and evaluation report, in a transparent and efficient manner (minimum of ten working days are needed at ADA to provide feedback). Only completed drafts, including the required annexes, will be considered for formal feedback. For the required structure and content of the both the IR and the ER see the ADA Guidelines for Programme and Project Evaluations (2020)<sup>1</sup>.

Inception phase: starts with Kick-off meeting and ends with the approval of the inception report. Upon contract signature a date/time for a kick-off meeting between the successful bidder and ADA (HQ, project team and Coordination Office in Tbilisi) is agreed. In advance to the kick-off first documents, including project documentation and a draft stakeholder list, will be provided to the evaluation team by ADA. The Kick-Off meeting will help evaluators to better understand the project context and evolution over time as well as get a better understanding on data availability, logistic aspects, and possible challenges or limitations. It will also serve to clarify expectations and agree on a timeline for the next steps. The inception report is the first key deliverable for the evaluator/s during the evaluation process. In the inception report the evaluators must present the detailed design of the evaluation and elaborate in detail how they plan to answer each and every evaluation question and how the necessary information will be obtained and analysed. First exploratory interviews may take place during the inception phase. The design and work plan suggested in the IR must be adequate and realistic. For more guidance as well as the structure and content requirements of the inception report see the Quality Checklist for Inception Report (IR) of ADA's Guidelines for Programme and Project Evaluations (Annex 5). The inquiry phase ends with the written approval of the inception report.

Inquiry phase: includes data collection (desk, Georgia and Vienna) and data analysis.

Once the inception report is approved, data collection will start - in person and virtually. At the end of the data collection in Georgia, a debriefing with ADA will take place to give an update of data collection so far, highlight possible challenges and gaps that need addressing and agree on next steps (if needed) such as, , the collection of missing data/documents or contacting the informants for last key informant interviews. After data analysis has started (ideally approx. 2 weeks after the end of the data collection in the field) preliminary findings will be presented to ADA (HQ, project team and Coordination Office in Tbilisi) during a virtual meeting.

Synthesis phase: includes the drafting, review and finalization of the evaluation report.

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[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungs\\_Leitfaeden/Guidelines\\_for\\_Programme\\_and\\_Project\\_Evaluations\\_ADA\\_2020.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf)

For more guidance as well as the structure and content requirements of the evaluation report see the Quality Checklist for Evaluation Report of ADA's Guidelines for Programme and Project Evaluations (Annex 6). The synthesis phase ends with the written approval of the evaluation report.

## VI. Timetable

A total of up to 110 working days is currently estimated for this assignment. The final Report must be delivered by 22<sup>nd</sup> March 2024.

No.	Deliverables	Responsible	Tentative deadlines	Estimated Working days (evaluation team)
1	Signed contract, collection of first project documentation	Evaluator/s, ADA	Mid October 2023	2
2	Kick-Off meeting (preparation, conduct)	Evaluator/s, ADA	Mid October 2023	2
3	Desk Study (Document collection and review)	Evaluator/s	Mid October – mid November 2023	13
4	Exploratory interviews with ADA stakeholders and GRETA project Team members (in parallel with 3)	Evaluator/s	Mid October – mid November 2023	4
5	Drafting of inception report, including data collection instruments, submission of complete draft IR	Evaluator/s	Mid- to End-November 2023	12
6	Feedback to draft IR (feedback matrix)	ADA	Mid-December 2023	-
7	Inclusion of feedback in draft IR, documentation in feedback matrix, submission of revised IR, possible second feedback loop	Evaluator/s	Early January 2024	4
9	Approval of final IR	ADA	Mid January 2024	
10	Data collection in Georgia (logistical preparation, travel, KII, FGD, debriefing)	Evaluator/s	End January to mid February 2024	45

11	Data analysis and presentation of preliminary findings to ADA/GRETA stakeholders, if needed final interviews	Evaluator/s	Mid- to End-February 2024	10
12	Drafting of evaluation report, submission of completed draft ER, plus Results-Assessment Form (RAF)	Evaluator/s	End February – early March 2024	14
13	Feedback to draft ER (feedback matrix)	ADA	Mid/End March 2024	
14	Inclusion of feedback in draft ER, documentation in feedback matrix, submission of revised ER, possible second feedback loop	Evaluator/s	End March 2024	4
15	Approval of final evaluation report, including RAF	ADA	End March 2024	

## VII. The Evaluation Team

The final evaluation team is expected to include 4 multi-disciplinary team members (national and international), one of them being the designated team leader. The evaluation team must be gender diverse. The team must have the following qualifications:

- Relevant academic degree (master level) in either agriculture, tourism related field, social sciences, environmental protection/climate change or international development.
- A minimum of 3 years experience in designing and conducting evaluations of complex programmes and projects (all team members), proven by three reference evaluation reports per senior team members.
- Proven expertise in organic agriculture (at least one team member)
- Proven expertise in mountain tourism (at least one team member)
- Proven expertise and experience in project cycle management, particularly in project design, Theory of Change, project monitoring and evaluation (at least two team members)
- Familiarity with EU funded, multi-donor projects (at least one team member)
- Experience in gender equality, environmental sustainability and social inclusion
- Experience in social research and participatory methods
- Excellent oral and written English skills
- Excellent presentation skills
- At least two evaluation team member must be fluent in Georgian

**Applicants must not have been involved in the design, implementation or monitoring of this project.**

## VIII. Deliverables

The consultants will submit the following deliverables:

- A draft and final inception report (10-15 pages, plus annexes)
- A draft and final evaluation report (45-50 pages, plus annexes and the ADA Results Assessment Form -RAF)<sup>2</sup>
- A one page infographic<sup>3</sup> on the evaluation results in English and Georgian to be submitted together with final report.

All deliverables must be submitted in English. The Executive Summary of the Evaluation Report<sup>4</sup> and one page infographic must be prepared in English and in Georgian.

The quality of the inception report and the evaluation report will be assessed and their approval based on the fulfillment of the respective quality checklists in Annex 5 and Annex 6 of ADA's Guideline for Programme and Project Evaluations (July 2020).

## IX. Technical and Financial Offer:

The applicant is requested to submit a technical and financial offer:

- Technical offer of max. 8 pages, including:
  - Understanding of the assignment
  - Presentation of suggested evaluation approach and methods, including appropriate measures for stakeholder / beneficiary participation (health, safety considerations)
  - Evaluation Plan, including:
    - Team structure/roles and responsibilities
    - Working Operational plan, including estimated working days per task and team member
    - Timeframe
  - CVs of the evaluation team members
  - Institutional and/or individual capacity and past performances relevant for the assignment
  - At least two samples of evaluation report performed in the past
  - At least two signed references that are independent from each other
- Financial offer<sup>5</sup>, in EURO, excluding VAT (NET), including:
  - Organization Identification Number in case of a company

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<sup>2</sup> The RAF, including guidance on how to complete it, is accessible at:  
[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierung\\_Templates/Annex9\\_Results\\_AssessmentForm\\_Template.xlsx](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierung_Templates/Annex9_Results_AssessmentForm_Template.xlsx)

<sup>3</sup> For an example of such an evaluation infographic see  
[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungsberichte/2021/WG A/Englisch/EN\\_Infographic\\_WGA.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungsberichte/2021/WG A/Englisch/EN_Infographic_WGA.pdf)

<sup>4</sup> For structure and content requirements of the Executive Summary see Annex 6, ADA Guidelines on Programme and Project Evaluation Guidelines, 1., p. 48)

<sup>5</sup> ADA will score the bids based on the technical offer (80%) and financial offer (20%).

- Detailed breakdown of fees and clearly defined (reimbursable) expenses. Candidate should clearly separate prices for in person and in remote working days in the proposal
- Separated detailed breakdown of the travel expenses
- Budget template is included below
- The financial proposal must be compliant with the budget template annexed into the ToR. Please, see the Annex. 2 Budget template and read carefully the included ADA/GRETA project administrative rules. The bidders are requested to provide the financial proposal filling in the budget template included into the ToR ONLY
- Financial proposal not compliant with the budget template will be rejected (please do not use any other format for budget or your application will not be considered)

The technical team of the contracted firm will be required to use their own laptops and submit all deliverables in digital format. The offeror is expected to plan for the team's workspace, conference facilities, telecommunications, printing, and any other needs necessary for completing the activities.

## X. Technical Bid/Proposal Criteria and Rating

CRITERIA	DESCRIPTION	RATING
Operational plan and timeframe	Adequate and efficient composition of the evaluation team and work plan, including: <ul style="list-style-type: none"> <li>• clear description of roles and responsibilities,</li> <li>• timeframe</li> <li>• workplan</li> </ul>	25%
Expertise and capability of the evaluation team	The expertise criteria listed under section 7 (CVs of experts, list of former evaluations)	25%
Evaluation Plan, Evaluation methodologies and approaches	Suggested methodologies and approaches	30%
Financial Offer	Financial proposal should indicate professional fees, including position of people and number of days and out of pocket costs like travel, per diems, etc., as indicated in the Annex n. 2 Budget template.	20 %
<b>TOTAL</b>		<b>100%</b>

## XI. Payment schedule

The Contractor shall receive a fixed remuneration and reimbursement of proven expenses.

In addition to the fixed remuneration, the Contractor shall be reimbursed the expenses (e.g., business trips) according to the budget line "2 Travel and accommodation expenses" of the Annex 2 Budget template. These expenses must be proven by means of a proper and detailed financial statement and presentation of all original vouchers to ADA.

Payment shall be effected in 3 instalments , based on the key deliverables with GRETA’s feedback and acceptance. The last instalment will be paid upon delivery of the final evaluation report.

Payments will be executed within 10 working days upon delivery, based on GRETA’s satisfactory review of services specified in the Terms of Reference and the formal approval.

Inception Report	Based on actual incurred expenses (maximum up to 40% of the contract sum)
Draft evaluation report, including a draft executive summary and the result-assessment form	Based on actual incurred expenses (maximum up to 30% of the contract sum)
Final evaluation report, final executive summary and the result-assessment form	Based on actual incurred expenses (maximum up to 30% of the contract sum)

## **XII. Publication**

The Contractor agrees that the following information will be made public as required by the General Conditions to the European Community Delegation Agreement: title and type of the contract name, address and nationality of the contractor, and amount of the contract.

## **XIII. Supervision, coordination and reporting:**

The contractor will report to and supervised by the Team Leader of GRETA project, in tight cooperation and coordination with the Monitoring and Evaluation Manager.

Mr. Riccardo Montanari (Team Leader): [Riccardo.montanari@ada.gv.at](mailto:Riccardo.montanari@ada.gv.at)

Ms. Tekla Nemanishvili (M&E Manager): [Tekla.nemanishvili@ada.gv.at](mailto:Tekla.nemanishvili@ada.gv.at)

The Team Leader, together with the Monitoring and Evaluation Manager, will regularly communicate with the Expert(s)/Consulting firm and provide feedback and guidance on the performance and all other necessary support so as to achieve the objectives of the assignment, as well as remain aware of any upcoming issues related to contractors’ performance and quality of work.

All activities and deliverables undertaken by the contractors shall be discussed and planned in consultation with ADA/GRETA.

The contractors are expected to deliver each component of the workplan electronically as well as hard copies.

## **XIV. Submission of the proposal/application**

For the hiring of the evaluation team, ADA pursues a direct contracting process. Several experts/companies will be invited to submit a proposal. Furthermore, a call for expression of interest (including the Terms of Reference) are published in a variety of platforms and networks.

Financial offers exceeding EUR 60.000 net will be excluded from the application process.

Please note that personal data included in the proposals (like CVs) will be stored and used by ADA internally during the review of the Proposals.

The consultants must not have been involved in the design, implementation or monitoring of ADA's engagement in Georgia during the timeframe that is being evaluated.

Austrian Development Agency (ADA) invites eligible and qualified interested experts to submit their proposal/applications in English language by email to undertake the tasks outlined above, before 9/10/2023 **18:00** (Georgian Time) in the form of two separate, signed, documents in pdf format. to [mariam.tsereteli@ada.gv.at](mailto:mariam.tsereteli@ada.gv.at) (Procurement Officer)

One document clearly marked **TECHNICAL PROPOSAL** and one document clearly marked **FINANCIAL proposal, utilizing the Budget template in the Annex 2**. Please indicate "FEIE – Final External Independent Evaluation" in the subject line.

Offers need to be signed and dated.

**Applicants submitting proposal via cloud base sources (e.g Wettransfer) will not be considered eligible for evaluation process.** Please note that only electronically submitted applications will be considered.

Questions for clarification can be addressed to [Tekla.nemanishvili@ada.gv.at](mailto:Tekla.nemanishvili@ada.gv.at) before 25/09/2023 18:00 (Georgian Time).

The GRETA project/ADA, its donors and implementing company reserve the right to reject all proposals and cancel, reschedule and/or stop the call for Expression of Interest and/or Tender at any time.

## **XV. Other conditions**

### **Processing of personal data**

During initiation and performance of contracts, ADA may process personal data of natural persons that are collected by ADA or transferred or disclosed to ADA by prospective contractors or third parties under their instruction, e.g., personal data of employees, legal representatives, agents or other partners of the prospective contractors or such third parties.

By submitting information to ADA, you, as a prospective contractor, acknowledge:

- to have taken note of ADA's Privacy Notice <https://www.entwicklung.at/en/media-centre/privacy-notice> ('ADA Privacy Notice');
- to ensure that each direct or indirect transfer or disclosure of personal data to ADA during the initiation or performance of a contract is lawful pursuant to applicable data protection law;
- to ensure that all persons, whose personal data are transferred or disclosed to ADA, were promptly and demonstrably provided the ADA Privacy Notice; and
- that if a contract is concluded and in accordance with its terms, ADA publishes, in particular on the ADA website, information about the contract and the contracting parties.

## Confidentiality

The materials produced during the period of this consultancy will be treated as strictly confidential, and the rights of distribution and/or publication will reside with GRETA/ADA. Use or re-publication of any material by the contractor will not in any way be permitted.

## Nature of Penalty Clause to be stipulated in the contract

GRETA/ADA reserves the right not to pay the Contractor or withhold part of the payable amount if one or more requirements established for this assignment are not met or the deadline set for the accomplishment of the tasks is missed.

## Contract

The selected company will be awarded with a contract starting from the day of signature and ending by 31<sup>st</sup> March 2024.

## Payment Schedule

Payments will be based on deliverables and will be made within 10 working days upon delivery, based on GRETA's satisfactory review of services specified in terms of Reference and the formal approval.

## Working language

GRETA/ADA project working languages are Georgian and English, and communication, meetings, documentation, deliverables, etc., have to be bilingual.

## Support provided by GRETA

GRETA will regularly communicate with the contractors and provide feedback and guidance and necessary support to achieve the objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work. GRETA will provide the contractors with basic information on the projects (reports, previous marketing activities performed).

## Copyrights & utilization rights

The copyright of all materials produced (raw and edited) taken during the assignment will belong to GRETA/ADA.

## Code of conduct

Code of conduct during the term of consultancy: the GRETA/ADA Code of Conduct must be signed and thoroughly followed by the consultant.

## XVI. Annexes:

1. GRETA logical framework
2. Budget template

## Annex 1:

### Logical Framework

Overall objective	Indicators	Targets	Means of verification	Assumptions
The business environment is meeting market demands (with reference to specific objective 3 in the EU's Action Document for Economic and Business Development in Georgia).	<p>Regional <b>GDP</b> in Samegrelo - Zemo Svaneti; Imereti, Racha-Lechkhumi and Kvemo-Svaneti has grown by 20%</p> <p><b>Unemployment rate</b> in Samegrelo - Zemo Svaneti, Imereti, Racha-Lechkhumi and Kvemo-Svaneti has reduced by at least 2%</p> <p><b>Wages</b> in Samegrelo - Zemo Svaneti, Imereti, Racha-Lechkhumi and Kvemo-Svaneti have grown by 20%</p>	<p>Baseline 2016 (mio. GEL): 2,064.6 (SZS) 3,074.1 (IRLKS) Expected in 2022: 2,400 (SZS) 3,500 (IRLKS)</p> <p>Baseline 2017: 8.6% (SZS); 14% (IRLKS) Target 2022: 6.6 (SZS); 12% (IRLKS)</p> <p>Baseline 2017 average per Household per month: 332.4 GEL (SZS); 283.8 GEL (IRLKS) Expected in 2022: 400 GEL (SZS); 340 GEL (IRLKS)</p> <p>Baseline 2016 average: 68.7 GEL (SZS) 45.4 GEL (IRLKS)</p>	<p>GEOSTAT, GEOSTAT Business Statistics, NBG, WB, IMF reports,</p> <p>GEOSTAT regional statistics</p> <p>GEOSTAT regional statistics</p>	<p>Continued support from the Georgian government for a favourable business environment</p> <p>Favourable weather conditions / climate change impacts / no major disasters</p> <p>Stability in the regional geopolitical security context</p>

	<p><b>Income from Selling Agricultural Production</b> increased by 20%</p> <p><b>Turnover in Restaurant and Hotels</b> in Samegrelo - Zemo Svaneti, Racha-Lechkhumi and Kvemo-Svaneti increased by 20%</p>	<p>Expected average 2022:            82 GEL (SZS)            55 GEL (IRLKS)</p> <p>Baseline 2016 in mio. GEL:            24.2 (SZS)            2.8 (RLKS)</p> <p>Target 2022:            29 (SZS)            3.4 (RLKS)</p>	<p>GEOSTAT regional statistics</p>	
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Specific objective	Indicators	Targets	Means of verification	Assumptions
To facilitate an improvement of the business environment, creation of new and extension of existing income opportunities in sustainable mountain tourism and organic agriculture to reduce poverty and exclusion in the selected mountain areas of Georgia (with reference to the direct outputs in the EU's Action Document for Economic and Business Development in Georgia)	<p>% of increase in income of certified female/male organic producers and processors, benefiting from this intervention.</p> <p>% of increase in income of female/male sustainable mountain tourism actors benefiting from this intervention</p>	<p>At least 20% increase in income of female/male certified organic producers and processors by the end of the action.</p> <p>30% increase in average income of female/male sustainable mountain tourism beneficiaries at the end of the action</p>	<p>Annual Reports</p> <p>Monitoring Reports</p> <p>GNTA reports</p> <p>Regional governments' reports</p> <p>WB and other international agencies' reports</p> <p>Geostat Data</p>	<p>Support from the Georgian government (central, regional, local)</p> <p>Cooperation and active participation of relevant state institutions and other stakeholders</p> <p>Risks and Assumptions brought up by the Risk Assessment during inception phase</p>

<b>Sustainable Mountain Tourism</b>				
<b>Outcome 1: The legal and policy framework for mountain tourism and organic agriculture is enabling sustainable and inclusive development.</b>				
<b>Outputs 1</b>				
1.1 One Destination Management Plan and one branding policy have been developed	1.1.1 Number of Destination Management Plan, developed	One Destination Management Plan	Presentation of one Destination Management Plan	MoESD, DMO and authorities in Svaneti are continuously interested in developing a shared vision and good cooperation among stakeholders in mountain tourism in Svaneti.
1.2 Destination Management Organisations have been established and strengthened	1.2.1 Number of organizational structures for development in place	One DMO with three incorporated products/services in Svaneti	DDMC founding document Reports of DDMC meetings Funding contribution of members for organisation Female/male members of the DMO	Local stakeholders interested in cooperation and motivated to work together on the development of the destination
1.3 A national quality standard and control system for local tourism suppliers has been facilitated	1.3.1 Number of manuals developed for regulation and national quality standards for guide services, trail marking/maintenance and guesthouse services	One manual for each item: guesthouses, guide services, trail way marking/maintenance	Presentation of manuals	Relevant stakeholders interested in development of quality standards. Visits to mountain areas are expanding rapidly and require an appropriate environment for product development and marketing.

<p><b>Outcome 2: Employment and income in both sectors is increased due to new and better products and services and through better market linkages, locally, nationally and internationally.</b></p>				
<p><b>Outputs 2</b></p>				
<p>2.1 Products and services for sustainable mountain tourism including trail development have been developed</p>	<p>2.1.1 Number of products introduced</p> <p>2.1.2 Number of cultural guidebook prepared and published</p> <p>2.1.3 Number of connecting hiking trail for three selected regions developed and regulated</p> <p>2.1.4 Number of hiking Maps introduced locally and internationally (ISBN)</p> <p>2.1.5 Certified female/male Guides</p>	<p>At least three new products introduced</p> <p>One cultural guidebook</p> <p>One connecting hiking trail</p> <p>One Hiking Map</p> <p>At least 30 cultural and hiking guides certified, at least 10 women</p>	<p>Event for introduction of each product</p> <p>Presentation of cultural guidebook</p> <p>Opening of hiking trail, press release; Trail featured in maps, etc.</p> <p>One Hiking Map with ISBN number</p> <p>Certificates awarded</p>	<p>Sustainable use and offer of the new product through interest to market and sell it.</p> <p>Awareness-raising of standards and certified services will enhance motivation to take part in trainings.</p>
<p>2.2 Guesthouses and guides have been certified according to the standards</p>	<p>2.2.1 Number of certified guest houses</p>	<p>At least 70 guesthouses certified</p>	<p>Certificates awarded</p>	<p>Guesthouse owners are interested in cooperating and developing the model</p>

	<p>2.2.2 Number of best practice for guesthouses identified and knowledge exchange facilitated</p> <p>2.2.3 Number of new winter tourism products developed</p>	<p>At least one best practice for guesthouses identified and knowledge exchange facilitated</p> <p>At least three new winter tourism products developed</p>	<p>Presentation of best practice for guesthouses and knowledge exchanges</p> <p>Visible product marketing</p>	
2.3 Innovations for new tourism products and services have been encouraged	2.3.1 Number of common brands established	One common brand	Brand manual published	Local stakeholders and SMEs cooperate in DDMC and are interested in common marketing
2.4 New market linkages through support of marketing activities have been created	<p>2.4.1 Number of booklets on branded products and services published</p> <p>2.4.2 Number of digital media marketing designed and online</p> <p>2.4.3 Number of tourism fairs participated in and products presentation</p>	<p>One booklet on branded products and services</p> <p>One website online At least two social media channels online</p> <p>Participation and product presentation at a minimum of one national and two international tourism fairs</p> <p>At least 30 guest houses, restaurants and shops offer</p>	<p>Booklet available in print and pdf version</p> <p>Website and social media on-line</p> <p>Stand at fairs; Photo documentation; Trade fare follow-up report including number of visitors</p> <p>Offers in shops, guest houses or restaurants</p>	<p>Enough product groups and products / services as per branding rules are available.</p> <p>DDMC creates ownership and cooperation</p>

	2.4.4 Number of local guest houses, restaurants and shops selling organic or pesticide-free products	at least two organic or pesticide-free products; at least 10 guest houses are run by women		
<b>Outcome 3: Access to capacity development measures for people and institutions active in the fields of sustainable mountain tourism and organic agriculture is improved and a system of knowledge management is in place enabling joint learning among public, private and civil society actors.</b>				
<b>Outputs 3</b>				
3.1 National and international exchange and organizational learning has taken place	3.1.1 Number of Mountain Fora successfully supported  3.1.2 Number of participants in national and international study trips	Two successfully organized Mountain Fora  At least 50 female/male participants went on national and international study trips	Participants lists (w/m) Reports of events  Participants lists Reports of study trips Media coverage	Local stakeholders are interested in cooperation and motivated to work together on the development of the destination
3.2 Capacity development measures for guides and guesthouse owners have been facilitated	3.2.1 Number of training materials developed for sustainable mountain tourism and hospitality  3.2.2 Number of female/male Guest House owners trained	One material developed for sustainable mountain tourism and hospitality  At least 100 Guest House owners trained	Training material presented and in use  Participants list Evaluation forms	

	3.2.3 Number of female/ male Guest House Inspectors trained	At least 15 inspectors trained	Participants list Evaluation forms	
	3.2.4 Number of female/male locals trained in SMT services	At least 20 locals trained in SMT services	Participants list Evaluation forms	

Organic Agriculture	Indicators	Targets	Means of verification	Assumptions
<b>Outcome 1: The legal and policy framework for mountain tourism and organic agriculture is enabling sustainable and inclusive development.</b>				
<b>Outputs 1</b>				
1.1 The harmonization of national organic legislation with EU regulations has been facilitated	1.1.1 Harmonization of Georgian legislation with EU regulation in process	Georgian-language version of the new EU regulation published; easy-to-understand hand-outs explaining the essence of the anticipated changes and their importance for local organic producers, prepared and disseminated to relevant stakeholders	Georgian-language version of the EU organic regulation Report from a joint workshop with MEPA officials, at which the regulation was brought to attention of the government and discussed	MEPA continues its support to the organic sector as required by FTA and considers harmonizing the legislation as an important factor to promote organic ex-ports
1.2 Internal control system has been established				

	1.2.1 The internal control system is functioning	A control system has been established and is fully functional	Documents elaborating on the processes of the control system Trial runs of the control system	
<b>Outcome 2: Employment and income in both sectors is increased due to new and better products and services and through better market linkages, locally, nationally and internationally.</b>				
<b>Outputs 2</b>				
2.1 A Market and Feasibility Study for identification of producers' and consumers' demands and selection of the most promising value chains has been conducted	2.1.1 Number of market and feasibility study conducted, identifying the most promising organic products	One market and feasibility study	Documents finalized and agreed	This will be one of the first activities implemented in the inception phase. It will help to finetune activities listed below
2.2 Local farmers/producer groups in conversion to organic agriculture have been strengthened	2.2.1 Number of female/male group members and other interested farmers participated in trainings to increase the knowledge of organic production practices and processing, marketing and branding. 2.2.3 Number of producer groups are equipped and sufficiently supplied with organic inputs to	50 female/male farmers and field specialists have sufficient knowledge of organic and pesticide-free production  At least 6 producer groups equipped	Training reports, number of group members trained, topics covered, final test results  List of groups supported, List of equipment and inputs supplied	Farmers willing to join the group and leaders with leadership capacities are identified through community mobilization efforts and trainings  The group complies with the standard; its products are certified as organic or pesticide-free

	<p>start organic or pesticide-free production</p> <p>2.2.4 Number of established and fully operational producer groups with legal status, management internal quality-control system and certification</p>	<p>At least three groups are empowered to enter organic or pesticide-free markets;</p> <p>At least one group is female headed</p>	<p>Group registration, internal quality system documentation, inspection reports by certification body</p>	<p>The group complies with the standard; its products are certified as organic or pesticide-free</p>
<p>2.3 New market linkages have been created through marketing activities</p>	<p>2.3.1. Number of processors, suppliers and retailers trained in organic marketing branding</p> <p>2.3.2 Number of groups for which logos, labelling and packaging for organic products developed</p> <p>2.3.3 Number of producer groups for which marketing plans/strategies developed</p>	<p>Fifteen female/male processors, retailers, marketing managers and field specialists have sufficient knowledge in organic marketing and branding</p> <p>Logos for at least three organic and/or pesticide-free producers, and product labels and packaging for at least three organic and/or pesticide-free products developed</p> <p>Marketing plans/strategies developed for at least three organic and/or pesticide-free producers</p>	<p>Training reports, number of group members trained, topics covered, final test results. Inspection reports</p> <p>List of groups Organic and/or pesticide-free products produced by the group, quantities, sales, inspection reports</p> <p>List of groups Documents finalized and agreed</p>	

	2.3.4 Number of established brands and products promoted by PR activities and advertising companies	PR actions and advertising companies promote at least three organic brands/products	Retail outlets selling the products produced by the groups	Major organic processors and retail networks cooperate with the action.
2.4 Certified products have been integrated into the region's brand	2.4.1 Number of events where certified products and services were presented  2.4.2 Number of festivals where certified products and services presented	Certified products and services presented at a minimum of five events  Certified products and services presented at a minimum of three festivals	Event reports, photos  Event reports, photos	
<b>Outcome 3: Access to capacity development measures for people and institutions active in the fields of sustainable mountain tourism and organic agriculture is improved and a system of knowledge management is in place enabling joint learning among public, private and civil society actors.</b>				
<b>Outputs 3</b>				
3.1 Capacity development measures for certification body representatives/institutions have been facilitated	3.1.1 Number of female/male local certification body staff trained in EU regulation standards and certification practices	At least two staff-members of a local certification body are trained in EU regulations and certification practices	Training reports, number of group members trained, topics covered, final test results	

<p>3.2 Capacity development measures for extension service providers have been facilitated</p>	<p>3.2.1 Number of female/male extension agents and farm consultants trained in organic agriculture</p>	<p>20 extension agents and field experts trained. Local extension and consulting service centres have sufficient expertise to provide organic extension</p>	<p>Training reports, number of group members trained, topics covered, final test results</p>	<p>MEPA farmer consultation and information service centres cooperate with the action</p>
<p>3.3 Advisory services for processors, suppliers and retailers in organic agriculture have been facilitated</p>	<p>3.3.1. Number of female/male processors, suppliers and retailers have better access to advisory services relating to organic agriculture</p>	<p>20 Processors, retailers, suppliers and field specialists have better access to advisory services</p>	<p>Training reports, number of group members trained, topics covered, final test results. Inspection reports</p>	

Outputs for interrelated activities with sustainable mountain tourism and organic agriculture	Indicators	Targets	Means of verification	Assumptions
1.1 The Environmental, Gender and Social Impact and Risk Analysis and Sustainability and Management Plan have been developed and implemented	<p>1.1.1 Number of environmental, Gender and Social Impact and Risk Analysis finalized</p> <p>1.1.2 Number of Sustainability and Management Plans finalized</p> <p>1.1.3 Logframe revised</p>	<p>One Environmental, Gender and Social Impact and Risk Analysis</p> <p>One Sustainability and Management Plan</p> <p>Revised logframe</p>	<p>Presentation Environmental, Gender and Social Impact and Risk Analysis</p> <p>Document &amp; Presentation of the plan</p> <p>Documentation of revision</p>	Action implementation process creates demands for follow-up amongst involved (and other) stakeholders.
1.2 A pipeline of project ideas for fundable follow-up projects has been developed by domestic stakeholders	1.2.1 Number of concepts for fundable projects	At least three concepts available	Concept papers	
1.3 Gender Training for beneficiaries, project staff and other local stakeholders	1.3.1 Four gender trainings organised	Participants list (female/male)		
1.4 One closing Conference organized, with all major project achievements (co-)presented by relevant domestic stakeholders	1.4.1 Successful closing conference	One Closing Conference organized and Participation and presentation of relevant female/male domestic stakeholders	Conference proceedings, participation list	