

# Terms of reference (ToR) for the procurement of services below the EU threshold

<b>Local Contractor for Gori Urban Lab</b>	<b>Project number/ cost centre: 21.2140.8-001.00</b>
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## 0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference
MEPA	Ministry of Environmental Protection and Agriculture of Georgia
MoESD	Ministry of Economy and Sustainable Development of Georgia
NALAG	National Association of local Authorities of Georgia
UPIG	Urban Policy Innovation Group
SUD	Sustainable Urban Development (in Georgia)
UL	Urban Lab
UL WG	Urban Lab working group
RA	Regional Advisor
PCI	Participatory, climate oriented and integrated
NC	Neighborhood Concept
WP(s)	Work Package(s)
PoS	Portfolio of Solutions
DP	Development Plan

## 1. Context

### a) Sustainable Urban Development in Georgia (SUD) Project

The “Sustainable Urban Development in Georgia” project (SUD) is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ in cooperation with several Georgian partners led by the Ministry of Regional Development and Infrastructure (MRDI). The project team is based in Tbilisi and through regional advisors in selected Georgian cities (currently in Batumi, Oni, Zugdidi, Samtredia and Gori).

The project promotes urban integration, citizen participation, climate orientation and strengthening investment planning and budgeting in the work of local governments. The primary objective of SUD is to develop in cities participatory, climate-oriented and urban-integrated (PCI) investment projects that are ready for financing. It also supports the development of neighbourhood development concepts (NCs) in partner cities as a step towards identifying specific investment projects in the topic areas of energy efficiency, mobility, waste management, public spaces and sustainable tourism. These projects should be above average quality in terms of climate orientation, public participation, urban integration, and gender sensitivity.

The intended outputs of the SUD project are as follows:

- Already existing or new **project concepts from Urban Labs** are supplemented by urban-integrated climate aspects with the involvement of affected populations.
- For already existing or new project concepts from Urban Labs, **calculations of the investment** and follow-up costs have been developed.
- Integrated, climate-oriented **Neighbourhood Concepts** (NC) for selected areas of Batumi and Zugdidi with the involvement of affected stakeholders have been developed.
- Based on the Urban Lab monitoring, **recommendations for policy reforms** e.g., proposals for changes to legal regulations, national urban development programs or financing instruments have been developed by the Georgian policy reform group “**Urban Policy Innovation Group**” (UPIG).
- As part of an **Urban Innovators' Network**, the **knowledge exchange** of Georgian experts on topics of climate-oriented, integrated, and participatory urban development is established.

### b) Urban Laboratory Approach

The SUD project employs an “Urban Laboratories” (“Urban Lab” or “UL”) approach. In addition to these operations in selected cities, SUD aims at institutional learning on how to improve the process of elaborating municipal investment projects which are participatory, climate oriented and integrated (PCI). The SUD-operations in selected Georgian cities are being observed by a neutral, external research team to develop policy recommendations to be presented to the UPIG established specifically for the SUD context. The Urban Lab approach will be applied to developing urban investment projects and developing NCs in Batumi, Zugdidi and Gori.

The UL approach by SUD emphasizes real-world, user-centred experimentation and co-creation. It is applied in urban settings to test and develop new ways of thinking, new ways of doing and new ways of organizing sustainable urban planning in collaboration with the city administration, affected residents and businesses. Key **characteristics of the SUD-ULs** are:

- **Real-World Context:** Urban Labs are situated in real-life settings, in urban areas. This allows for the testing and development of solutions in the actual environment where they will be implemented (e.g. demonstration projects), providing a realistic assessment of their effectiveness and impact for future upscaling.
- **User-Centred Design:** Urban Labs place end-users at the heart of the innovation process. They involve users not only as subjects of study but as active participants in co-creating solutions. This participatory approach ensures that innovations are closely aligned with citizens' needs and contexts, leading to more relevant and sustainable outcomes.
- **Iterative Process:** The Urban Lab approach is inherently iterative, involving cycles of design, testing, evaluation, and refinement. Within the given timeframe for project development and NC-planning, this iterative process allows for learning and adaptation, ensuring that solutions evolve in response to user feedback and changing conditions.
- **Multi-Stakeholder Collaboration:** The Labs bring together a diverse range of stakeholders, including from local government, citizens and civil society, and businesses to collaborate on the planning process.
- **Empirical Research and Learning:** The Labs are also research environments where empirical data is collected and analysed to generate new knowledge. The emphasis is on learning from practice, with insights gained from the Labs shall contribute to policy development at the local and national levels, as well as professional discussions among the urban practitioners. In the context of the SUD project, the observation (empirical research and learning) is performed by an external research team (ACT Consultants) that regularly provides observation results and recommendations towards developing the practice of PCI projects in municipalities.

### c) Urban Lab Working Group in Gori

To coordinate the Gori Urban Lab operations, a multi stakeholder working group is formed comprising of local NGOs, a focal person from Gori Development Agency and relevant City Hall Departments. The Urban Lab Working Group (UL WG) is split into two subgroups – the first group comprising of civil society members and the second – comprising of technical staff of the City Hall departments. The communication between these two sub-groups is facilitated through the GIZ Regional Advisor and the focal person from Gori Development Agency. The composition of the group, and its members, will be (re-)evaluated together with the contractor.

The preliminary objective of the Gori UL WG is to support participatory and bottom-up planning processes to develop relevant planning documents and provide guidance through the project. The detailed contributions from each side are the following:

#### SUD and RA contributions:

- GIZ Regional Advisor (RA), together with the focal point from Gori Development Agency is responsible for facilitating communication and cooperation between the contractor, UL WG and Gori City Hall.
- RA supports organizing regular meetings with UL WG to strengthen everyone's involvement and contribution in the process.
- RA supports organizing community engagement meetings and workshops with stakeholders.

#### UL WG contributions:

NGO sub-group:

- This sub-group's primary role is to support participatory and co-creation activities by engaging additional stakeholders together with the contractor, RA and focal point from Gori Development Agency to promote bottom-up planning principles.
- The sub-group will take part in workshops, public discussions, and stakeholder meetings organized by the contractor.

#### Municipal Department sub-group:

- This sub-group's primary role is to support ongoing processes by providing regular input on deliverables, contributing to the development of a document tailored to local needs.
- The sub-group will also facilitate decision-making, particularly for deliverables that require agreement with City Hall to ensure continuity of the processes (see Chapter 2 for detailed information on deliverables).

#### Joint contributions:

- The Urban Lab Working Group communication with the City Hall relevant department is coordinated by a designated focal point from the Gori Development Agency together with the RA. Detailed roles and responsibilities will be agreed upon in the kickoff meeting with the Gori DA, SUD and the contractor.
- Every delivery of this assignment should reflect joint agreements between SUD, UL WG (both sub-groups) and the Contractor. The different stages of deliverables (e.g., outline, initial draft, advanced draft, final version) will be shared with the UL WG as deemed necessary by the RA. The contractor is responsible for presenting the deliverables to the UL WG (both sub-groups). More details on this process will be agreed with SUD and UL WG on kick-off meetings and coordination meetings.
- The contractor shall provide regular updates in form of short meetings (virtual or physical) to RA when needed (weekly or bi-weekly meetings) and UL WG (Monthly or as required by the deliverables).
- The work plan and deliverables in different stage of development will also be presented to the SUD team, and to the Urban Labs observer (ACT) as deemed necessary by the RA or the SUD project director.
- Meeting places for workshops or meetings on ground will be provided by SUD and/or Gori Development Agency.
- The contractor will facilitate the observation process of ACT through focused discussions, structured interviews provided by the observation team and the systematic sharing of relevant documentation.
- The SUD project will also provide international expertise on PCI projects with a focus on Neighbourhood Concepts, Theory of Change, and the process of preparing Neighbourhood Concepts to provide guidance through the process. GIZ will facilitate a dialogue between the involved international experts and the contractor.

#### **d) Stakeholders**

In addition to the members of the UL WG, additional groups should be identified as key stakeholders for the project to be involved in UL operations including but not limited to:

- Residents of the selected neighbourhood
- Private sector entities operating in the selected area
- Visitors

The stakeholders should be identified by the contractors after careful assessment of the situation and progress of the ongoing process.

## **e) Depiction of the Project Area and preliminary identified challenges**

SUD's regional advisor has already conducted preliminary workshops with civil society representatives and active residents to identify the main on-the-ground challenges. As a result, the implementation area of the Urban Lab (see below), along with some key development challenges, were jointly identified and agreed upon. However, the challenges listed below should be considered only as a preliminary foundation for the urban analysis to be carried out by the contractors. The consultant is expected to further engage with all stakeholders and integrate their visions, needs, and aspirations into the development of the Neighbourhood Concept.

### **Gori Urban Lab Project Area**

The area for NC is a sector of the Chala District, located on the North bank river Mtkvari.

The area is largely built up with standard Soviet-era residential blocks, yet the neighborhood remains partially undeveloped. While housing here is currently low-cost, the area holds strong potential for future development — particularly through the integration of nearby natural landscapes and recreational spaces, along with improvements to overall living conditions and neighborhood quality.

This area is considered one of the most promising parts of Gori for future development. Its potential is closely tied to the expansion of sports infrastructure, the creation of green spaces along the riverbanks, and various potential investment projects. These development visions align with Gori's General Plan, which, although not officially enacted, is actively used by the municipality as a guiding document.

The project area was deliberately selected due to its status as one of the most densely populated neighborhoods in Gori. It includes municipally owned land and presents opportunities for alignment with both planned and envisioned developments, offering strong potential to enhance the neighborhood's overall quality of life.

Contractors are expected to focus on the existing neighborhood, prioritizing solutions that are climate oriented and generate social and cultural value for residents, while also considering future development opportunities. Accordingly, during the analysis phase, contractors should both assess current neighborhood conditions and gain a clear understanding of any planned infrastructure or activities within the project area.

It should be noted that the project area borders are not formal and could be altered by the contractors if additional territories adjacent to the neighborhood will be identified for potential projects.

### **Identified Challenges (Preliminary Assessment)**

- **Flood Risk**

The Chala district is one of the lowest-lying areas in Gori and is particularly prone to flooding. When exploring the potential of connecting the riverbanks to the neighborhood, it is essential to carefully consider flood risks in any future planning. Relevant flood risk data is available in Gori's General Plan.

- **Monofunctionality**

Currently, Chala is primarily a residential area with little presence of small or medium-sized businesses. While it serves as an administrative centre, housing the City Hall,



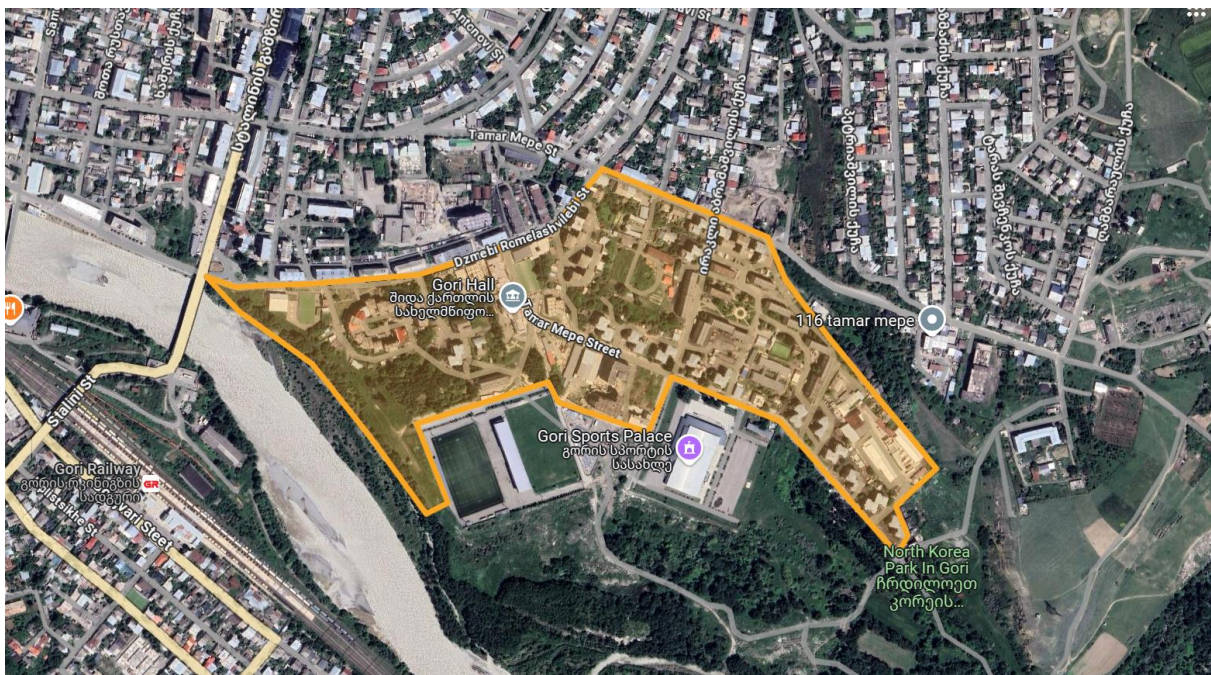
the district lacks functional diversity. As new infrastructure—such as sports and educational facilities—is already planned, urban planners should consider how this development can support and guide the introduction of commercial and service-oriented activities in the area.

- **Accessibility Issues**

During the preliminary stakeholder assessment, accessibility emerged as a major concern. Current planning does not align with universal design standards, resulting in significant challenges for individuals with disabilities and those relying on non-motorized mobility.

- **Encroached Courtyards**

According to City Hall, many inner courtyards in the district are occupied by garages—most of which are no longer functional. These structures diminish the quality of shared spaces among neighbors. A potential entry point for the project could involve identifying areas where these garages can be removed to reclaim space and improve the overall environment.



*Depiction of project area for NC within the Administrative border of Chala District*

## Data Availability

Concerning data availability, the city offers a certain base of fundamental data on housing and Land registry and a General Plan, which will provide a foundation for the Urban analysis.

## 2. Tasks to be performed by the contractor

The main objective of the consultancy is to develop and implement a coherent and context-sensitive approach to neighbourhood planning that aligns with community needs, integrated urban planning principles, and climate considerations, leading in a second step to medium-term investment planning.

By means of this call for proposal, SUD invites Georgian consultancy companies or consortiums to present a detailed conceptual and methodological framework for developing and implementing each of the work packages (WP) 1-5. The deliverables and activities to be provided under each WP are explained below along with the description of the deliverables:

- **WP1:** Urban Analysis, Vision, Communication Outline, Detailed Workplan
- **WP2:** Draft Portfolio of Solutions, Theory of Change
- **WP3:** Project Concept for Demonstration
- **WP4:** Project Concepts for Tentative Project Applications
- **WP5:** Neighbourhood Concept, Final Portfolio of Solutions

## General provisions

As the planning process should support bottom-up planning principles, the following participatory indicators to be fulfilled through the process:

- 30 out of 40 citizens including businesspeople have expressed a positive opinion on the possibility of participating in the development for each project concept (2 project concepts for Gori, described in WP3) supported by the project, which aims at climate orientation and urban integration.  
*Comment – The contractor is responsible for engaging at least 80 participants. ACT is responsible for evaluating their responses.*
- 35 of 50 stakeholders involved in participation formats confirm the development process of the gender-sensitive NDPs as participatory.  
*Comment – The contractor is responsible for engaging at least 50 participants (these may overlap with those involved in the project concepts). ACT is responsible for assessing their satisfaction.*

## Work Package 1 – Urban Analysis, Outline for Stakeholder participation and engagement, Vision, detailed workplan

This initial work package lays the foundation for subsequent phases. The steps described below are not strictly sequential. The deliverables will be elaborated in an iterative way. Insights gained in one step might inform the previous on, contributing to its refinement.

- a) **Urban Analysis:** Following the development framework outlined in Section 1e (“Depiction of the Project Area and preliminary identified challenges”), the contractor will conduct an urban analysis of the Project Area. This analysis will serve as the foundation for all subsequent deliverables, with the objective of generating a comprehensive understanding to enable the development of an integrated Neighbourhood Concept (NC) and a Portfolio of Solutions (PoS).

The contractor will receive all available information, including GIS data, and will assess its completeness. Additional consultations with the architectural department may be required to consider any existing or planned projects, visions, or developments within or adjacent to the project area, to compile a comprehensive picture during the analysis. Based on this assessment, the contractor will produce thematic maps as appropriate.

- b) **Outline for stakeholder participation and engagement:** During this stage, the contractor, in coordination with the UL WG, will compile a stakeholder map identifying all relevant groups to be engaged throughout the planning process. Based on this initial



map, the contractor will develop an outline for stakeholder participation and engagement, detailing the participatory approach for each focus group.

Both the stakeholder map and the participation outline will be refined progressively over the course of the project, based on evolving needs and outcomes.

- c) **Vision:** Combining the urban analysis with participatory and co-creation activities with the affected population and stakeholders, the contractor will develop a vision for the area - a model for the neighbourhood that encapsulates the core values guiding Chala District's development goals and takes climate actions into consideration. By engaging stakeholders in this process, the vision ensures alignment with neighbourhood priorities, preserving what is valued while steering desired enhancements.

The vision will guide the neighbourhood concept, which will be detailed and indicate specific interventions. The corresponding deliverable should be very concise, mainly visual with supplementary explanations and guiding principles.

- **Detailed Workplan:** The initial workplan presented by the bidders should be revised and finalised during WP1. The work plan should serve as the basis for agreements with involved parties, ensuring advance communication for meetings, co-creation, and participatory activities, as well as confirming the needed inputs from the contractor, SUD, specifically from the RA, and from the UL WG.

The activities of WP1 include:

- Kick-off meeting with the SUD team for onboarding.
- Kick-off meetings with both sub-groups of the UL WG.
- Conducting an urban analysis as described above to gather sufficient information and context for effective project preparation through such methods as partner interviews, data mapping, focused group discussions and desk research.
- Developing an outline for stakeholder participation and engagement, considering the indicators of the SUD project in this regard.
- Conducting participatory activities with the UL WG and stakeholders to identify challenges and development values with regard to the main objective of SUD.
- Developing a detailed workplan.
- Delivering the Urban Analysis, development vision, communication outline and detailed workplan to the ULWG.

Milestones and timeline:

Milestones/process steps/partial services	Deadline
Urban analysis	First version 5 weeks after signing of the contract, might need some refinement afterwards, final version 8 weeks after signing of the contract
Conducting participatory and engagement activities	To be implemented in iterations to ensure participatory planning approach is applied through the process.
Outline for stakeholder participation and engagement	Stakeholder mapping first version 5 weeks after signing of the contract, Final version – 8 weeks after signing of the contract.

Detailed Workplan	First version 5 weeks after signing of the contract, final versions – 8 weeks after signing of the contract
Vision	To be developed in iterations, version for public discussion 6 weeks after signing of the contract, might need some refinement afterwards, final version 8 weeks after signing of the contract

## Work package 2 - Draft Portfolio of Solutions and Theory of Change

- a) **Draft Portfolio of Solutions:** Following the completion of WP1, the contractors will focus on identifying measures and interventions to improve the Neighbourhood. These measures should be compiled into a comprehensive draft document – the Draft Portfolio of Solutions (PoS) – which outlines a list of context-specific actions tailored to the realities of the project area.

The draft PoS should be developed based on co-creation activities and workshops conducted with the focus groups identified during WP1. As the process evolves, additional stakeholder groups may emerge; therefore, contractors are expected to maintain flexibility in their communication and engagement approach to allow for the inclusion of further participatory activities, if needed.

The Portfolio of Solutions should encompass potential projects of varying scales – from small-scale tactical urbanism interventions to larger initiatives that require significant funding.

- b) **Theory of Change:** The Draft Portfolio of Solutions will serve as the basis for selecting small- to medium-scale projects to be further developed in Work Package 3 and 4 (see next chapters). Therefore, the draft Portfolio of Solutions must already establish a solid foundation for SUD to start implement on-the-ground infrastructural projects in the future.

To identify the most relevant and feasible interventions—those considered "low-hanging fruits"—the contractors are expected to develop a Theory of Change: a concise and strategic document that outlines how the development vision can be achieved, through which interventions, and in collaboration with which stakeholders. The Theory of Change is a very concise document based on a systemic understanding of the urban space and the actors shaping this space

The Theory of Change should answer the following guiding questions:

- What interventions are needed in the neighbourhood to achieve the vision?
- Which stakeholders should be involved, and for what purpose?
- How can these interventions contribute to the desired change?

This document will support both SUD and the UL WG in prioritizing projects from the draft Portfolio of Solutions. The deliverable should be a clear, mostly graphical document that presents a compelling and plausible argument for action in the neighbourhood—accessible and useful for both the UL WG and decision-makers. The RA will provide a presentation beforehand to explain in more details the objective and structure of the Theory of Change.

The activities of WP2 include:

- Conducting co-creation activities with UL WG members (both sub-groups) and another stakeholder to develop a draft PoS.
- Developing a Draft Portfolio of Solutions with a short description of each intervention.
- Developing a Theory of Change
- Supporting SUD and UL WG in prioritizing solutions from the PoS - based on the Theory of change - determining which interventions should be implemented first to drive the change needed to achieve the vision.

Milestones and timeline:

<b>Milestones/process steps/partial services</b>	<b>Deadline</b>
Conducting co-creation activities with stakeholders	To be implemented in iterations to ensure participatory planning approach is applied through the process.
Draft Portfolio of Solutions	16 weeks after the beginning of the contract
Theory of Change	16 weeks after the beginning of the contract

### **Work package 3 – Concept for a Demonstration Project**

To assist SUD in transitioning from urban planning to implementation, the project has allocated funds for infrastructure development in the project area, referred to as the Demonstration Project. SUD will provide both technical and financial support for the development and execution of this Demonstration Project in the future (outside the scope of this tender).

The purpose of the Demonstration Project is to exemplify what can be achieved in the area. As such, it can be considered a partial implementation of the overall Portfolio of Solutions or Neighbourhood Concept. The Demonstration Project may take the form of either a cluster of small-scale interventions (i.e. upgrading of small public spaces throughout a larger area) or a single medium-scale intervention. It must be identified based on the Draft Portfolio of Solutions and implemented within a defined spatial area in the Chala District. The Demonstration Project or the bundle of small-scale interventions should cost a total of approx. 50.000-100.000 Euros.

The contractor is required to select at least three solutions or proposals from the Portfolio of Solutions that are most suitable for implementation as a Demonstration Project. The expected deliverable is a set of short project concepts/outlines for each selected solution. Each concept should include:

- a description of the proposed intervention,
- a justification of its relevance and suitability for the area,
- a preliminary design of the intervention, and
- a rough cost estimate.

This document will be presented to City Hall for approval and must therefore provide a sufficient level of detail to support decision-making.

Following the approval, at least one of the demonstration project concepts will be selected for further elaboration. The number will depend on the total cost. This drawing will form the basis for SUD to procure the necessary expertise for implementation through an independent tender

process. The Demonstration Project must be implemented by SUD by the end of September 2026.

The activities of WP3 include the following:

- Collaborate with the UL WG to select 3 solutions from the PoS, based on the Theory of Change - determining which interventions should be implemented to drive the change needed to achieve the vision and have the most potential to be developed into a project concept for a demonstration project.
- If deemed helpful by the RA and/or the UL WG, present the selected solutions to relevant stakeholders and/or decision-makers to support prioritization and obtain feedback for advancing their design.
- Develop draft concepts for suitable demonstration projects for decision making by the UL WG and ultimately by the City Hall.
- Finalise the drawings of selected demonstration project(s).

Milestones and timeline:

<b>Milestones/process steps/partial services</b>	<b>Deadline</b>
Initial identification of potential solutions for conversion into demonstration projects	17 weeks after the beginning of the contract
At least 3 draft concepts for demonstration projects elaborated	21 weeks after the beginning of the contract
Final demonstration project(s)	25 weeks after the beginning of the contract

#### **Work Package 4 - Project Concepts for Tentative Project Applications to financiers**

To further support the city in moving from urban planning to implementation, SUD will prepare project concepts that have the potential to secure external or internal (by the municipality) financing.

Similar as in WP3, the contractor, in collaboration with the UL WG and the SUD team, will choose 3 bigger-scale projects from the Portfolio of Solutions out of which 2 will be developed into project concepts. The identification of the project concepts should be based on selection criteria developed together with SUD.

Unlike demonstration projects that focus on small-scale interventions, these project concepts are bigger scale interventions that require substantial funding (more than 100K EUR). These project concepts will provide the foundation for SUD to develop project applications to be presented to third parties by procuring additional expertise. The project applications themselves, however, are not the final deliveries of the contractor.

After selecting the 3 most suitable solutions - deemed most suitable for developing project applications to financiers in the future considering the requirements provided by SUD - the contractor will draft project concepts (outlines) for these solutions.

Each draft concept includes:

- A clear description of the proposed intervention
- Justification of its potential impact within the local context
- A rough cost estimate

This document needs to provide a level of detail sufficient for decision making.

The document should provide a sufficient level of detail to support informed decision-making. Out of the three draft project concepts, two will be selected for further development. The contractor will be responsible for finalizing these selected concepts, which will then serve as the basis for SUD to procure additional expertise for cost-benefit/feasibility analysis depending on the requirements of potential financiers.

The key distinction between draft and finalized project concepts is that drafts are considered work in progress, while finalized concepts feature clearly defined scopes and specifications. Finalized project concepts should be developed to a level of quality that enables SUD to use them as a foundation for launching competitive procurement processes to secure services for cost-benefit or feasibility analyses.

The activities of Work Package 4 include the following:

- Collaborate with the UL WG to select up to 3 solutions from the PoS, that have the most potential to be developed into project applications to financiers
- If deemed helpful by the RA or the UL WG, present the selected solutions to relevant stakeholders to support prioritization and obtain feedback for advancing their design.
- Develop up to 3 draft project concepts for suitable solutions for decision making by the UL WG and ultimately by the city.
- Finalize 2 project concepts.

Milestones and timeline:

Milestones/process steps/partial services	Deadline
Initial identification of potential solutions for conversion into project concepts (that have the potential to be converted into project applications for funding)	27 weeks after the signing of the contract
Presentation of up to 3 draft project concepts to the UL WG and relevant departments	31 weeks after the signing of the contract
Final design of 2 project concepts	35 weeks after the signing of the contract

## **Work package 5 – Final Neighbourhood Concept, Final Portfolio of Solutions**

The Neighbourhood Concept and Portfolio of Solutions are the final deliverables of the entire planning process outlined across the Work Packages. These outputs should reflect insights gathered throughout the process, including assessments from participatory planning, conclusions drawn from an urban development perspective, and guidance received from the UL WG and SUD.

- a) **The finalized Portfolio of Solutions:** This document presents a set of prioritized interventions essential for transforming the Chala District into a liveable neighbourhood. Unlike the draft version, the final Portfolio includes only those measures that are both feasible and aligned with the municipality's medium-term strategy. The Portfolio must remain manageable for the city administration and avoid presenting an overwhelming number of proposed actions.



Each solution (project proposal) should be clearly and concisely described, with an emphasis on its contribution to the neighbourhood's transformation. A map (scale 1:2000) should indicate the location of each intervention. These maps must be developed as thematic maps and included as part of the Neighbourhood Concept.

- b) **The Neighbourhood Concept:** The Neighbourhood Concept builds upon the foundation developed in WP1, enriched by findings from WP2, WP3, and WP4, as well as co-creation processes and consultations with SUD and the city administration.

A Neighbourhood Concept is a non-legally binding document that presents a compelling vision for the neighbourhood and outlines how that vision can be achieved. It serves as a guide for the city administration, citizens, and stakeholders, integrating social, economic, and ecological dimensions to improve quality of life, sustainability, and the common good.

The draft Neighbourhood Concept should synthesize analytical insights, the development vision, Theory of Change, and the Portfolio of Solutions into a preliminary urban development concept. The deliverable at this stage consists of an initial conceptual plan (scale 1:2000) and an accompanying narrative text. The draft Neighbourhood Concept will be presented to SUD and the UL WG for feedback, based on which the final version will be developed.

The Neighbourhood Concept must be compatible with the zoning requirements of the current urban planning documents in the area—i.e., no proposed solution or intervention should contradict the existing zoning designations outlined in the (informal) General Plan.

For the purposes of this Terms of Reference, the contractor is expected to create one comprehensive map that displays all solutions within the neighbourhood area, along with thematic maps for proposed solution in the Portfolio of Solutions. A detailed section of area plans focusing on infrastructure were applicable could be provided for better understanding.

Work Package 5 activities include:

- Collaborate with the UL WG to agree on the components of the final PoS as well as thematic maps ensuring they serve as an effective guiding tool for the future implementation of the concept.
- Finalise the NC and portfolio of solutions
- Provide a public presentation of the deliverables to the public

Milestones and timeline:

Milestones/process steps/partial services	Deadline
Draft Neighbourhood Concept	39 weeks after the beginning of the contract
Final Neighbourhood Concept	42 weeks after the beginning of the contract
Final Portfolio of Solutions	42 weeks after the beginning of the contract
Presentation of Final Deliverables for the Public	42 weeks after the beginning of the contract

The deadlines represent the maximum allowable time for delivery. If the final deliverables can be completed earlier, SUD will proceed with remuneration based on the submitted deliverables.

The following key deliverables must be provided in both Georgian and English:

- Workplan
- Theory of Change
- Final small-scale intervention design
- Final demonstration project
- Final project concepts
- Final portfolio of solutions
- Final Neighbourhood Concept

For draft/interim or other deliverables, presentations in English are required for SUD internal meetings and consultations. This ensures effective internal communication and allows international experts and SUD staff to provide feedback on key findings.

### 3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

#### Technical-methodological concept

**Strategy (1.1):** The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed). The tenderer is encouraged to state on alternative (or better) ways to implement the work packages deviating from the initial steps as lined out in the ToR (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them. This includes mapping of the actors (1.2.1) and strategy for establishing cooperation and then cooperation with them (1.2.2.).

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and provide **results-based monitoring system** – description of contractor's contribution to results monitoring and the associated challenges - related to participation and engagement (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided.

As the Urban Lab approach is novel, the contractor should support SUD in creating a unified understanding of the overall planning approach on the ground towards PCI projects. The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1).

## **Project management of the contractor (1.6)**

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail (1.6.1).

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule (1.6.2).

## **Further requirements (1.7)**

The bidder must provide explanation how - participation (with highlight on gender inclusion), climate orientation and integration will be reached through the project.

## **4. Personnel concept**

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

### **Team leader/Senior Urban Planner**

#### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project, including communicating and presenting key outputs to the decision-makers
- Provides strategic and creative direction to the team of experts and co-leads elaboration of the deliverables (Urban Analyses, Vision, Theory of Change, Portfolio of Solutions, Neighborhood Concept, Concept for Demonstration Project)
- Ensures the deliverables respond to the needs of the stakeholders and SUD project objectives
- Provides strategic and creative guidance on elaboration of the outline for communication with the stakeholders and engagement activities with UL WG
- Leads Neighborhood Concept development processes, including co-creation and engagement activities
- Regular reporting in accordance with deadlines

#### Qualifications of the team leader

- Education/training (2.1.1): university degree (Master or equivalent) in urban planning, architecture or related fields
- Language (2.1.2): C1 - level language proficiency in English (5/10 points) and Georgian (5/10 points)
- General professional experience (2.1.3): 10 years of professional experience in the urban planning or related sector.
- Specific professional experience (2.1.4): 3 years' experience in designing climate-related projects

- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in Georgia (region)
- Development cooperation (DC) experience (2.1.7): 1 years of experience in DC projects
- Other (2.1.8): The team leader shall demonstrate previous responsibility for planning and leading community engagement activities and cooperation with civil society actors, as evidenced by concrete roles and tasks described in past project documentation (e.g., project reports, communication strategies, stakeholder engagement plans) at least for one project.

## **Key expert 1 – Community engagement/communication expert**

### Tasks of key expert 2

- Leads development and execution of participation and engagement activities, including communication outline to guide the team throughout the project
- Contributes to elaboration of Urban Analyses, Vision, Theory of Change, Portfolio of Solutions, Neighborhood Concept
- Presents planning outputs to SUD and its partners

### Qualifications of key expert 2

- Education/training (2.3.1): university degree (Master or equivalent) in communication, marketing, behavioral science, public administration or related fields
- Language (2.3.2): C1 level language proficiency in Georgian (5/10 points) and English (5/10 points)
- General professional experience (2.3.3): 7 years in community engagement or related field
- Specific professional experience (2.3.4): 5 years in working with communication campaign targeted to the local communities in Georgia (6/10 points) including 1 years in coordinating communication campaign (4/10 points)

## **Short-term expert pool with minimum 3 maximum 5**

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications. These are the minimum requirements, based on the project area and the bidder's vision, the bidder could provide additional expertise by adding short-term experts (in summary, up to 5 short-term experts can be proposed)

### Tasks of the short-term expert pool

- Evaluates existing data and elaborates urban analyses, including by using Geographic Information Systems (GIS) and other tools to map and visualize data to inform planning decisions.
- Elaborates specific technical deliverables for vision, elaboration of Portfolio of Solutions, Neighborhood Concept, Small scale interventions, Project Concept for Demonstration Project and 2 Project Concepts for Tentative Application for financiers
- Facilitates participatory and engagement activities with UL WG and affected populations
- Presents planning outputs to SUD and its partners

### Qualifications of the short-term expert pool

- Education/training (2.6.1): 2 experts with university qualification (Master or equivalent) in urban planning, design or architecture, landscape, environmental science, ecology, circular economy or related (8/10 points); 1 expert with university qualification (Master or comparable) in environmental or related fields (2/10 points)
- Language (2.6.2): 2 experts with C1 level language proficiency in English (7/10 points), 3 experts with C2 level language proficiency in Georgian (3/10 points)
- General professional experience (2.6.3): 2 experts with 5 years of professional experience in the architecture, landscape, urban design urban planning (6/10 points); 1 expert with 5 years of professional experience in the environmental planning, ecology sector, sustainability and/or nature-based solutions (4/10 points)
- Specific professional experience (2.6.4): 1 expert with 2 years of experience in developing Neighborhood level spatial plans (4/10 points); 1 expert with 2 years of experience in placemaking or design of public spaces or buildings (4/10 points); 1 expert with evidence of designing and executing co-creation sessions (2/10 points)
- Other (2.6.7): 2 experts with knowledge of visualization computer programs such as GIS, CAD, Adobe Suite

## 5. Costing requirements

### Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the link

[https://www.bundesfinanzministerium.de/Content/DE/Downloads/BMF\\_Schreiben/Steuerarten/Lohnsteuer/2024-12-02-steuerliche-behandlung-reisekosten-2025.html](https://www.bundesfinanzministerium.de/Content/DE/Downloads/BMF_Schreiben/Steuerarten/Lohnsteuer/2024-12-02-steuerliche-behandlung-reisekosten-2025.html). Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

### Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader, Senior urban planner	1	100	100	
Community engagement, communication expert	1	80	80	
Short-term expert pool	3-5	tbd	270	
Travel expenses	Quantity	Number per expert	Total	Comments



<b>Per-diem allowance in country of assignment</b>	120 days		120 days	Per-diem allowance in the city of assignment – Gori
<b>Overnight allowance in country of assignment</b>	20 overnight stay		20 overnight stay	<p>Overnight allowance in the city of assignment – Gori.</p> <p>Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence.</p> <p>The contractor is free to distribute the indicated number of overnight allowance among the experts as they see fit to achieve the project objectives and deliverables.</p> <p>GIZ will reimburse the cost against evidence.</p>
<b>Transport</b>	<b>Quantity</b>	<b>Number per expert</b>	<b>Total</b>	<b>Comments</b>
<b>Travel expenses (car)</b> <ul style="list-style-type: none"> <li>Reimbursement of fuel cost</li> </ul>	50 round trips		50 round trips	<p>The costs shall be reimbursed against evidence.</p> <p>Travel within the city of assignment - Gori</p>
<b>Other costs</b>	<b>Number</b>	<b>Price</b>	<b>Total</b>	<b>Comments</b>
<b>Subcontracts (field surveys, printing of visual materials etc.)</b>			GEL 40 000	<p>The budget can include the following cost items: field surveys/assessments, printing, development of questionnaires, etc.</p> <p>Subcontract objectives should be proposed by the bidder based on their understanding of the work required to achieve the project deliverables.</p> <p>The subcontract will be reimbursed up to a</p>

				<p>maximum amount of 40,000 GEL, subject to proof of performance</p> <p>In the case of subcontracts, the actual costs incurred are reimbursed within the contractually agreed scope to the amount for which evidence is provided.</p>
<b>Flexible remuneration</b>	1	GEL 20 000	GEL 20 000	<p>A budget of GEL 20 000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ</p>

## 6. Inputs of GIZ or other actors

GIZ and/or partner municipalities are expected to make the following available:

- Spaces and equipment's for workshops and/or working sessions with the Urban Labs and other stakeholders

## 7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organized in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English language.

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs shall be submitted in English language.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

## **8. Outsourced processing of personal data**

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.