giz   Deutsche Gesellschaft
       für Internationale
       Zusammenarbeit (GIZ) GmbH

Terms of Reference (ToR)

The development of COVID-19 recovery solutions at municipal level in the areas of Digitalization and Crisis Management

In the context of the GIZ-Project

"Connective Cities – The Community of Practice for Sustainable Urban Development"

Project Number: 19.6253.9-001.02

Location:	Tbilisi, Georgia
Languages Required:	English
Expected timeline:	August 2021 – December 2021

0.   List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
CC	Connective Cities
CO	Contractor
CV	Curriculum Vitae
DC	Development Cooperation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ToR	Terms of Reference

1.   Context

a) Short information on the project

Connective Cities is the international city platform with the key objective of practitioners from cities and municipalities worldwide developing locally adapted solutions for sustainable urban development with the inclusion of international expertise. With its 'Community of Practice for Sustainable Urban Development', the city platform supports a systematic and application-oriented exchange of information and experience on urban solutions between urban actors/practitioners from politics, administration, business, science and civil society in all regions of the world.

Connective Cities is a cooperation project implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), together with Engagement Global with its Service Agency Communities in One World and the German Association of Cities and financed by the Federal Ministry for Economic Cooperation and Development (BMZ).

With dialogue and learning formats, the Cities Platform aims to mobilise German and international know-how in the field of urban development and to

- provide a portal for the dissemination and exchange of experiences with practical relevance
- identify and network relevant actors in developing, emerging and industrialised countries
- promote and support specialised and regional working groups
- facilitate the exchange of information through international conferences, training courses and study tours
- offer support in the development of innovative projects
- offer assistance in finding funding for the implementation of project ideas
- evaluate new project approaches and thereby help to utilise the experience and expertise gained in the learning process.

b) Initial situation

The Corona pandemic has posed enormous challenges to countries and communities worldwide. Many municipalities are struggling with the need to provide the population with reliable information, ensure preventive health care and contain the incidence of infection (through an effective vaccination strategy). This is compounded by limited mobility, lack of security and supply shortages. Cities are challenged to maintain administration despite the difficult situation and to ensure that basic services (electricity, water, waste disposal, etc.) continue to function. Municipalities must find answers to the plight of people who lose their jobs and can no longer pursue employment that could secure their basic needs.

With the start of vaccination, an effective strategy in terms of pandemic control has finally been initiated. As soon as the incidence of infection is reduced, the question will therefore arise, among other things, of how to rebuild the economy, secure jobs, support small and medium-sized enterprises, the informal sectors and change direction towards better climate protection (green recovery). Cities therefore want to work on how to overcome the consequences of the

crisis and at the same time achieve the goals of the major international agendas such as the Paris Climate Agreement and the SDGs. Many cities also already have concrete project ideas and urgently want to work further and more intensively with their peers and relevant experts in a peer-to-peer format worldwide on solutions in different thematic fields.

From September to December 2020, a first, very intensive global exchange was conducted between more than 350 cities in 55 virtual events on the latest topics of urban action/ municipal response to the pandemic.

Now the methodology is to be expanded in Part 2 of the Corona Programme. Instead of pure exchange formats, instruments of the Connective Cities core programme are to be derived (mini-learning processes) and new approaches are to be used for in-depth exchange. The aim is the joint development of solutions to the named challenges, the deeper elaboration as well as the further dissemination and scaling ("globalisation") of already existing solution approaches. It is planned to establish so-called COVID Response Working Groups of cities (= working groups; no less than 50% representatives of cities, plus private sector, civil society and national/regional or international experts) for current topic clusters. In the different working groups, mini-learning processes adapted to them will be carried out.

2. Terms of reference for contractors (CO)

Two working groups are established within the thematic clusters of *Digitalisation* and *Crisis Management* at municipal level under the guidance of the CO and in coordination with the Connective Cities Team and adapted mini-learning processes are carried out in which participants work on municipal challenges, exchange on problems and develop new solutions and project ideas and/or further develop and disseminate proven solutions (good practices). In addition, the CO ensures that the working groups expand and qualitatively improve knowledge around pre-identified issues. For this purpose, short studies or other knowledge products can possibly be commissioned in the participating cities. This means that - building on the previous approach - challenges that have already been identified are dealt with in greater depth and go further on a practical level beyond the previous, short exchange formats.

A thematic cluster represents the overarching theme. Specific topics of the cluster are divided into working groups. Example: thematic cluster digitalisation; sub-topics such as a) digitalisation of public/municipal services, b) digitalisation of administrative processes, c) digitalisation in the education sector correspond to working groups of the superordinate cluster "digitalisation".

Specific topics might also include the following:
- Design rescue funds in such a way that they quickly reach companies/regulations/measures/target group
- Design rescue funds in such a way that poorer people can also benefit from them
- What to do with the informal sector/ mass unemployed in sectors like tourism, gastronomy, hotel industry?
- Reduce bureaucracy to support companies
- Digitalisation to promote private enterprise/ Municipal digital strategy

- Create more favourable framework conditions for business
- Create local competitiveness/also through innovative clusters
- Joint strategy of cities and their economic clusters to overcome the corona crisis and manage crisis situations

Part 1: Thematic working groups are formed

The CO is responsible for highlighting relevant specific challenges of the thematic cluster Municipal Response: *Digitalisation and Crisis Management,* identifying relevant stakeholders / cities and mobilising them for corresponding subordinate working groups. A working group consists of at least 10 members i.e. cities (more are also possible).

- The CO supports the working groups in developing a simple action plan that defines the activities of the working group and goals to be achieved by the end of 2021.
- The action plan must include the following points: Objectives and planned outcomes (further developed initiatives/ project ideas of the participating cities, prototypes/ common approaches, good practices (where available), improved expertise, outreach).

It may have the following contents:

- Identification of and research on specific challenges and problems of the cities (members of the working groups and others).
- Clarification and assessment of the current situation in the individual cities
- e.g. through surveys/ short studies/ fact findings/ online interviews with actors and stakeholders
- Clarification of the needs of the member cities and also general needs of cities regarding current challenges (e.g. which regulations would have to change in city XY to speed up the vaccination process, or why does the online allocation of appointments not work, etc.).
- Identification and further development of project ideas of the participating cities
- Identification and naming of required expertise (local/international) / required digital solutions
- If necessary, identification of benchmarks
- Organisation of capacity building for the working group
- Collaborative definition of realistic goals that the group would like to achieve in 2021.
- Summary of challenges/needs, possible activities and goals as an action plan 2021.
- The action plan can include a PR/communication strategy of the cities.

Results: at least 2 working groups/initiative teams are established, members have ownership and an action plan per working group is in place leading to the achievement of the milestones.

Part 2: Development of prototypes / solutions (collective)

The CO will support the working groups in developing prototypes / solution approaches to the prevailing challenges in the pandemic and in the respective thematic area. This part includes the following services:

- Clarification of local issues and clear definition of the required strategy in the theme to develop urban solution approaches.
- Short studies on specific challenges according to the needs of the participating cities
- Implementation of a process to develop prototypes/solution options using proven or innovative methods, such as design thinking
- Further development with potential to be scaled up on a regional or global level in other municipalities
- Testing of prototypes
- Publication/ dissemination of results in networks

Results: At least 4 prototypes/solution approaches have been jointly developed by the participating cities and capacity building activities took place. At least 20 other cities exchange on the prototype, if relevant.

Part 3: Support of small urban initiatives and/or project ideas

The CO is responsible for accompanying and supporting small urban initiatives and/or project ideas from the working groups predominantly focusing on the Southeast European chapter of Connective Cities. For this purpose, the CO has a pool of short-term experts at its disposal, which can be used for individual services for the respective city. The respective sum is stated in the quantity structure. Activities would be:

- Identification and/or conceptualisation of small initiatives or project ideas within the working groups.
- Support developing the small initiative and or projects within municipalities.
- Short and rapid further development with the help of proven methods such as collegial consultation and consideration of good practices, virtual exchange formats or conferences as well as innovative methods, e.g. virtual city lab, hackathon.
- Mobilisation and exchange of expertise and knowledge within the Connective Cities networks.
- Elaborate the project idea/city initiative into a concrete project design, if relevant, and explore funding options, if possible, for project design.
- Offer and organise capacity building tailored to the needs of the project ideas.

Criteria:

- Multiplicability to other cities
- Innovative elements

- Target achievable by the end of the year (project idea can also be development of a strategy)

Results: At least 10 small urban initiatives are identified and at least three project ideas are supported and/or further developed in Southeast Europe. The results are processed and publicised.

Part 4: Documenting Good Practices

The CO is responsible for identifying and developing Good Practices, wherever they exist, from cities and preparing them for dissemination in the Connective Cities network. This part includes the following services:

- Identification and research on existing good practices relevant to the thematic area/challenges (including from the research conducted under the GIZ Connective Cities COVID package 1 (August, 2020 – May, 2021).
- At least 6 good practices (according to CC criteria) will be identified.
- Offer for discussion/ exchange on the good practice, if necessary with the (municipal) initiators
- If necessary, additional expertise is identified to complement existing good practice (new research and findings).
- Investigation of good practice as a benchmark and usability as such
- Portfolio of good practices on digitalization and crisis management created and disseminated in the global network

Results: At least 10 good practices have been elaborated, documented and disseminated

Part 5: Outreach expanded by integrating more cities into the Connective Cities network and capacity building.

The CO is responsible for supporting the regular exchange of working groups on the specific topics in the Connective Cities Global Network, thus gradually expanding the participation of cities involved in the network. The CO additionally supports in developing the roadmap as well as the charter of the Connective Cities Network in Southeast Europe. New developments, challenges, and lessons learned by cities to address the pandemic are shared and discussed on a regular basis. The virtual network addresses working group issues and is open to existing members of the networks as well as new stakeholders/practitioners from municipal practice. Networking can be done by means of different formats and activities, such as publications, virtual events, publication of studies, exchange formats on thematic priorities, etc. The CO is responsible for implementing at least 2 of these activities per working group. This part includes the following deliverables:

Results:
- At least 2 major network events have taken place.

- As a result, 100 more cities were reached, also through social media/ platform/ website/ events and at least 70 of them have been integrated into the Southeast European network

Milestones:

All activities, actions, and format changes will be done in close coordination with the Connective Cities Team. Specific milestones are to be achieved at specific dates during the contract period and at specific locations, as shown in the table below:

Milestones	Date/Place/Responsible
• Teams have been formed and have met for the first time and have thought in broad terms about what they want to do • Project ideas of the cities are present with at least 2 members and/or • Challenge to work on is known and in outline and/or • Good practices, if any, are known and thought about how to work them up • It was discussed, and all members are informed that a small action plan for 2021 will be prepared	14 August 2021
• Development of prototypes and implementation of project ideas started • All groups have started working: at least 2 meetings have taken place • Goals and action plans have been developed by all groups	31 August
Good practices, benchmarks and know-how identified and in preparation	31 August
Prototype development 80% complete	31 October
2 measures in the network per WG took place	30 November
Project ideas 80% implemented	31 October
• Guidelines and a collection of resources are developed that can be useful for cities with the same problems • PR strategy developed and implemented, event, social media organized • Possible capacity building developed	30 November
Project ideas and prototype development completed	30 November
Know how prepared in the form of virtual formats - Capacity Building/ Social Media; short video visuals (max. 5 min each) of the activities carried out prepared	31 December
Project ideas evaluated, documented and disseminated (100 cities involved), all other goals achieved	31 December

GIZ shall hire the contractor from 01.08.2021 to 31.12.2021.

The interim payment will be made by 31.08.2021 based on a submission of the first report of assignment (concept and assignment structure as well as detailed roadmap). First report should include the following matters:

- Criteria elaboration to select municipalities for good practices as well as the targeted support in the areas of digitalization and crisis management and select municipalities based on identified criteria
- Elaboration of the methodology of the study/research
- Creation the comprehensive structure of delivering on the results
- Elaboration of the network roadmap

The final payment will be made by 31.12.2021 based on the completion of the requested services (incl. virtual events organization) and a submission of a final report. All reports and deliverables shall be produced in English.

3.   Conception

In its bid, the bidder shall describe how the services specified in Chapter 2 are to be performed, if necessary, taking into account further, specific methodological requirements (technical-methodological concept). In addition, the bidder shall describe the design of the project management for the provision of the services.

Technical-methodical conception

Strategy: The bidder shall deal with the terms of reference against the background of the objectives of the tendered services (Chapter 1). The bidder should then describe and justify the explicit strategy with which it intends to perform the services for which it is responsible (Chapter 2).

The bidder shall present the relevant actors for the services for which it is responsible and describe the cooperation with them.

The bidder should present and explain its approach and procedure for managing the measures with the project partners and its contribution to impact monitoring.

Further, specific requirements

The cross-cutting issue of gender equality must be taken into account in all working groups.

Project management of the contractor

The bidder shall explain the approach and procedure for coordination with the GIZ project.

- The Contractor shall be responsible for the selection, preparation, training and control of the international and national long-term and short-term experts deployed for the performance of the consulting tasks.
- The Contractor shall provide equipment and consumables and bear their operating and administrative costs.
- The Contractor shall carry out expenditure and cost control as well as accounting and invoicing in accordance with the requirements of the Client.
- The Contractor shall report regularly to the Client in accordance with the General Terms and Conditions of Contract for the Provision of Services and Works (AVB local) of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH of 2017.

In addition to the reports required by the GIZ AVB, the Contractor shall provide the following reports:

Every second month, reporting on the implementation status of the project in short format (3-5 pages).

The bidder shall prepare and explain a staffing schedule for all of the skilled personnel it offers, which shall depict the deployment times (period and skilled days) and deployment locations of the individual team members and assign them the work steps specified in the schedule.

4. Personnel concept

The bidder shall offer personnel for the positions mentioned here and described in terms of scope of duties and qualifications based on corresponding CVs (Chapter 7).

The qualifications listed below meet the requirements for achieving the maximum number of points in the professional evaluation.

Suggested **team composition:** I) Team leader; II) Short-term experts Pool 1 (incl. international and/or national experts); III) Short-term experts Pool 1 (incl. national and/or local experts) deployed to carry out the tasks.

I. Team management

Tasks of the team leader (specialist)
- Overall responsibility for the Contractor's consulting packages (quality and deadlines)
- Coordination and assurance of communication with the client, partners and other project participants
- Personnel management, in particular identification of the need for short-term assignments within the available budget as well as planning and management of the assignments and supervision of the local and international short-term specialists
- Regular and timely reporting
- Leading and advising the thematic working groups
- Planning, conception and moderation of the work processes of the working groups

Qualifications of the team leader *(Evaluation scheme item 2.1)*

- Education (2.1.1): University degree (Diploma/Master) in business administration, engineering, economics or other relevant courses of study.
- Language (2.1.2): Business fluent in English
- General professional international experience (2.1.3): more than 10 years of professional experience in the sector of private sector promotion, cluster promotion, public-private partnerships
- Specific work experience (2.1.4): more than 10 years of experience in the field of project management
- Leadership experience/management (2.1.5): more than 10 years of leadership experience as team leader in projects or executive in companies
- Regional experience (2.1.6): 5 years of experience in international projects, especially in Southeast Europe, Africa and MENA Region
- experience in Development Cooperation (DC) (2.1.7): 5 years of experience in DC projects, especially private sector
- Other (2.1.8): experience in network building, digitalization, technology topics, innovations

II.   Short-term experts pool 1 with at least 1, at most 3 short-term experts

National support and advice to city initiatives **(regarding chapter 2, part 3).**

Tasks of the short-term experts pool 1

- Support in the conceptualization and further development of small urban initiatives and/or project ideas of the working groups
- Research on and provision of digital tools tailored to the needs of the working groups/members
- Planning, conception and implementation of short studies
- Mobilization and exchange of expertise and knowledge within the Connective Cities networks
- Supporting the elaboration of project ideas/solutions to a concrete project design, if relevant
- Offer and organize technical/methodological capacity building tailored to the needs of the urban initiatives or project ideas
- Investigation of financing options

Qualifications of the short-term experts pool 1 *(evaluation scheme pos. 2.6)*
- Education (2.6.1): Experts with a university degree (Diploma/Master) in business administration, economics, engineering, urban and regional development / management of sustainable development or other relevant courses of study.
- Language (2.6.2): Experts with very good language skills in English
- General work experience (2.6.3): 1 Expert with 5-10 years of work experience in the relevant sector, 1 Expert with 5 years of work experience in the crisis management sector
- Specific professional experience (2.6.4): 1 Expert with 5 years of professional experience in organizational consulting / project consulting, 1 Expert with 5 years of professional experience in digitalization projects
- Regional experience (2.6.5): 2 Experts with 2 years of experience in international projects each
- DC experience (2.6.6): 2 Experts with 5 years of experience in DC each
- Other (2.6.7): Experience with development of short videos, PR materials, info material

The bidder must make an allocation of all short-term experts offered to the respective qualifications and present it clearly.

III.   Short-term experts Pool 2 with at least two, at most 4 short-term experts

National and/or local support and advice for urban initiatives **(regarding chapter 2, part 3)**

Tasks of the short-term experts pool 2

- Support in the conceptualization and further development of small urban initiatives and/or project ideas of the working groups
- Research on and provision of innovative digital tools/methods tailored to the needs of the working groups/individual cities
- Planning, conception and implementation of short studies

- Mobilization and exchange of regional/local expertise and knowledge within the Connective Cities networks
- Supporting the elaboration of project ideas/solutions of a concrete urban project design
- Offer and organization of technical/methodological capacity building tailored to the needs of the urban initiatives and/or project ideas
- Investigation of financing options in the region/ in the relevant country
- Support in participatory processes and administrative issues
- Development of small IT solutions
- Development of short videos, PR materials, info material etc.

Qualifications of the national short-term experts pool 2 *(evaluation scheme pos. 2.7)*

- Education: university degrees (Diploma/Master) in economics, engineering, urban and regional development/ management of sustainable development/ information technology/ digital media/ project management/ health economics or other relevant courses of study.
- Language: Good language skills in English
- General work experience: 1 expert each with 5 years of work experience in the sector of digitalization/ marketing/ journalism/ communication management/ software development/ digitalization processes
- Specific work experience: -
- Regional experience: -
- DC experience: -
- Other: -

Soft skills of the team members

In addition to their professional qualifications, the team members should also have the following qualifications:

- Ability to work in a team
- Own initiative
- Communication skills
- Sociocultural competence
- Partner- and customer-oriented, efficient action
- interdisciplinary thinking

5. Calculatory specifications

Personnel deployment

- Team leader: A total of 30 expert days (partly virtual work, partly on site in mobilized cities)
- Short-term experts pool 1 (national): a total of 60 expert days per each expert (partly virtual work, partly on site in mobilized cities)
- Short-term experts pool 2 (national and/or local): a total of 50 expert days per each expert (partly virtual work, partly on site in mobilized cities)

Subcontracts

The Contractor may create subcontracts for the following activities/services:

- Application/provision of digital tools (including training).

- Research work according to the specific needs of the working groups

- Specialist consulting activities for individual challenges of the working groups.

6.   Specifications on the format of the offer

The structure of the bidder's offer must correspond to the structure of the ToR. In particular, the detailed outline of the concept (Chapter 3) shall correspond to the structure of the weighted (and not set to zero) criteria of the evaluation scheme. The offer must be written in an easily readable (font size 11 and larger) and understandable way. The language of the offer shall be English.

The bidder shall present and justify in the form of a strategic concept paper of 3-5 pages which strategy it will use to provide the services for which it is responsible (Chapter 2). The bid should also include a project reference list.

CVs of personnel offered under Chapter 4 of the ToR must be written in the format specified in the application requirements. CVs must be limited to 4 pages each. The CVs must identify the position and function the proposed person has held in the designated relevant projects and the length of time the person has worked there. CVs may also be written in the English language.

If any of the given maximum number of pages is exceeded, the contents of the excess pages will not be considered in the evaluation.

Please calculate your price offer exactly based on the calculatory specifications mentioned under 5. "Calculatory specifications". Contractually, there is no claim to exhaustion of the full number of days, trips, workshops or budgets. The number of days / trips / workshops or the amount of the budgets are contractually agreed as an "up to" regulation.

Required documentations and attachments:

7.1 Application/Technical proposal (English)

- Application/Technical proposal (English)
- CV/s of the respective consultants or proposed experts (English)
- Copy of the relevant university diploma/s and any additional documentation proofing the suitability to the ToR.

7.2 Financial proposal (English)
Fee rate of experts assigned should cover all personnel costs, including ancillary personnel costs; backstopping, communication and reporting costs; and all overheads, profit, interest, risks, etc. (As indicated in the Article 10.2 General Terms of Contract/ Annex.4)