
Project Title:	Enabling the Implementation of Georgia's Forest Sector Reform (ECO.Georgia)
Project/Activity Number:	20.2275.4-007.00/C3A1
Title of the assignment:	Development of instructions on "Process design for the institutional arrangements" and "SWOT Analyses", including Capacity Development for Municipal Forest Management

1. Brief information on the project

Climate change impacts and the demand for fuelwood from rural population put significant pressure on Georgia's forests: up to 90% of rural households (1.43 million people) rely on fuelwood for their energy needs. The problem is exacerbated by the fact that households use obsolete technologies, such as traditional stoves with a lifetime of two years and an efficiency of 35% or less. Fuelwood demand exceeds sustainable harvesting levels, considering reduced productivity of many forests in the country because of extensive forest degradation. This forest degradation leads to a loss of carbon absorption capacity which is projected to decrease by five times between 1990 and 2030.

In order to address this negative development, the project "Enabling the Implementation of Georgia's Forest Sector Reform - ECO.Georgia" supports the Government of Georgia to implement its transformational forest sector reform agenda to put the entire nation's forests under the framework for sustainable forest management (SFM). It will do so by supporting the establishment of a nation-wide SFM system (Component 1) and in parallel promoting market development for energy efficient appliances and alternative fuels (Component 2) to address the main driver of forest degradation. The project will safeguard the reform implementation by diversifying livelihood opportunities and strengthening local self-governance in forest adjoining rural communities (Component 3).

The project is funded by the Green Climate Fund (GCF), the German Federal Ministry for Economic Cooperation and Development (BMZ), and the Swiss Development Cooperation (SDC) with GIZ being the project's accredited entity. The German contribution is part of the wider German support in the priority area "Environmental policy, conservation and sustainable use of natural resources in the South Caucasus", which aims at the sustainable use of natural resources, biodiversity conservation and climate protection, particularly for the benefit of the rural population. Similarly, both the share of renewables in the energy composition as well as the energy efficiency levels will increase.

Especially rural households using firewood as their source of heating energy will benefit from improved air quality and reduced fuelwood demand through eased access to energy efficient stoves. Forest-related small and medium-sized enterprises and their employees will receive support to improve economic efficiency and environmental sustainability of their business activities. Additionally, staff members of relevant public institutions (National Forestry Agency NFA, Department of Environmental Supervision DES, Environmental Information and Education Center EIEC, Rural Development Agency RDA, municipalities) will receive direct support through human capacity development measures and grant finance.

ECO.Georgia primarily contributes to achieving the SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems) of the 2030 Agenda of the UN, but also to achieving SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), SDG 13 (Take urgent action to combat climate change and its impacts), SDG 1 (End poverty in all its forms everywhere), and SDG 5 (Achieve gender equality and empower all women and girls).

The duration of ECO.Georgia is from April 2021 until March 2029.

2. Description of the Assignment

2.1. Context

GIZ has been supporting the Ministry of Environmental Protection and Agriculture (MEPA) and its main implementing partners, Biodiversity and Forestry Department (BFD), National Forestry Agency (NFA), Department of Environmental Supervision (DES), Rural Development Agency (RDA), as well as Environmental Information and Education Center (EIEC), in different directions dealing with forest sector reform, with a strong focus on introducing Ecosystem-based Sustainable Forest Management in Georgia.

In addition to ECO.Georgia's Component 1 ("Sustainable Forest Management") and Component 2 ("Market Development for Energy Efficiency and Alternative Fuels"), the third component funded by Swiss Agency for Development and Cooperation (SDC) aims to ensure a socially balanced transition to the new forest management approach, taking into account the needs of rural households (the "SDC project" hereafter). The overall goal of the SDC project entitled "Strengthening Livelihoods and Social Inclusion in Georgia's Forest Sector Reform" is to diversify the livelihood opportunities and strengthen local self-governance in forest management to increase incomes and reduce socio-economic disparities.

To ensure that municipal authorities and citizens have the relevant technical and human capacities to participate in the sustainable management of forests, the SDC project helps to develop and introduce municipal-level tools, practices, plans and necessary capacities for participatory sustainable forest management and conservation. Additionally, mechanisms at the local level to better protect the interests of adversely affected stakeholders will be developed, promoted and tested.

To address the current unsustainable forest management and harvest practices, the Government of Georgia (GoG) has initiated an extensive forest sector reform in 2013, followed by the National Forest Concept, the official forest policy approved by the Parliament of Georgia in 2014. A new Forest Code was approved in 2020, while policy-level Criteria and Indicators for sustainable forest management (SFM) were adopted in 2022. Based on the current legislation all wood-related commercial activities in state forests fall under the exclusive responsibility of public forest management bodies. Additionally, the New Forest Code introduced the principle of participatory forest management and the possibility for municipalities to manage forests of local importance themselves.

To develop the proper technical and human capacities for sustainable forest management in eight municipalities GIZ carried out the study and have determined for each municipalities the existing human, technical and financial capacities and their administrative and political interest. Subsequent actions included an agreement on the toolbox concept for decision-making related to MFM, the definition of required tools, and the commencement of the toolbox development process. The study has yielded that almost all municipalities have interest to engage in forest management, however there are needs to increase the necessary capacities to fulfil MFM requirements.

Subsequent actions included an agreement on the toolbox concept for decision-making related to MFM, the definition of required tools, and the commencement of the toolbox development process. Toolbox and its tools should ensure the creation of necessary knowledge and competence in eight target municipalities.

The toolbox on MFM will provide a comprehensive set of analytical and implementation tools for a) decision making on whether to engage in MFM, b) deciding on implementation structures for MFM, respective capacity development measures and equipment

procurement, and c) implementation of specific MFM measures. During this project, elements of the toolbox will serve as a decision-making instrument for municipal-level stakeholders to judge whether it is reasonable and attractive for them to take over forest management rights and obligations as a municipality.

Considering the existing situation in the municipalities, their needs and the necessary instruments for decision-making, with support of the project the following instruments will be developed:

Level one:

1. Instruments and procedures to conduct Cost Benefit analyses.
2. **Instruments and procedures to conduct SWOT analyses for analysing strategic options.**
3. **Instruments and procedures for the analysis for the best and most suitable scenario for institutional arrangements.**

Level two:

4. Future scenarios: forest development, local population attitudes and differences between existing practices with mainstreamed gender considerations.
5. Gender-responsive Institutional development plans.

Level three:

6. Practical showcases based on the experience with managing the communities' so-called "Green Spaces Management".
7. Gender-responsive Instruments and procedures to ensure Public Participation.
8. Usage of Geographic Information System (GIS).

The development and use of the Toolbox should enable municipalities and central governments to conduct extensive analysis and make informed decisions.

Knowledge Management and Training Platform (KMTP)

The online e-learning Knowledge Management and Training Platform (KMTP) for the forest sector is currently being developed by Environmental Information and Education Center (EIEC) and by MEPA's IT department in close cooperation with NFA and DES, funded by ECO.Georgia. It is envisaged that any future training in the forest sector shall make best use of the platform, which will be accessible also to private service providers and NGOs. The system will include e-learning elements, videos, knowledge storage, and ultimately strengthen the management and dissemination of information. The KMTP will ensure that people engaged in forestry sector have adequate knowledge and skills to effectively implement the actions considered under SFM under the new forest code through improved knowledge management and dissemination, and the institutionalization of key sector trainings. While each module will have a lead institution who provides insight on training content and oversees module development, EIEC is expected to oversee the broader functioning of the platform providing key coordination and logistical support.

The training course will consist of 2 modules:

- Basic module
- Professional module

For the basic module, relatively simple, introductory topics will be required.

For the professional module - knowledge deepening, more technical issues.

After completing all the required modules and quizzes/tests, there should be final exam/test and some courses issue certificates. Not all courses give certificates it depends on the course (not compulsory).

In many cases, the actual training should comprise of a theoretical part (via KMTP) and a practical part (e.g., in the forest).

A demo version of KMTP already is developed, and the full operation is scheduled for the beginning of 2024.

Within the framework of the agreement, active cooperation will be required to ensure the compatibility of the preparatory documents with the platform.

2.2. Objective(s) of the assignment and work packages/tasks

A **SWOT analysis** is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats.

SWOT analysis is widely used in business and strategic planning to:

- Assess the current state of a business or project.
- Identify areas of strength and weakness.
- Exploit opportunities and mitigate threats.
- Inform decision-making and strategic direction.
- Develop strategies to leverage strengths and overcome weaknesses.
- Adapt to changes in the external environment.

By conducting a SWOT analysis, organizations can gain valuable insights into their internal capabilities and external environment, helping them make more informed decisions and formulate effective strategies for success.

Identifying the **best and most suitable scenario for institutional arrangements** is essential for optimizing resource utilization, enhancing performance, ensuring effective governance, and promoting long-term sustainability.

The objectives of the assignment are to develop detailed instructions on **SWOT Analyses for Municipal Forest Management** in the above-mentioned sense and conduct relevant trainings to increase knowledge and understanding how to use/apply this tool in practises, as well as developing detail instruction for the **process design of the instruments and procedures for the analysis the best and most suitable scenarios for institutional arrangements for MFM**.

In particular, the consultants shall fulfil the following tasks:

I. Instruction on “SWOT Analyses for MFM”

Develop a detailed, gender-sensitive instruction on the SWOT Analyses

- Particular attention should be given to the future local/municipal forest management.
- While developing of the instruction, international best practices should be considered (requested by forest management).
- Tool needs to be prepared as a structured guide book so that municipalities can

grab it and conduct SWOT analyses themselves by following the detailed instructions.

II. **Instruction/tool for the process design of the instruments and procedures how to analysis the best and most suitable scenarios for institutional arrangements for MFM**

- Particular attention should be given to the future local/municipal forest management.
- The document of the institutional arrangements for MFM must consist of description of topics that must accompany municipal authorities and promote the successful selection of the institutional arrangement/development.
- The document must support organisations (municipalities) in analysing the best possible institutional arrangement through developed instruction with clear description of the needed business process.
- While developing of the instruction, international best practices should be considered (requested by forest management).
- Instruction/tool should have the opportunities how to guid, identify and ensure following aspects (not only):
 - **Optimizing Efficiency:** The right institutional arrangements should streamline processes, reduce redundancy, and optimize resource allocation, leading to improved efficiency
 - **Maximizing Resources:** Proper institutional arrangements should help in maximizing the utilization of available resources, whether they are financial, human, or material
 - **Adapting to Change:** Effective institutional arrangements should be adaptable, allowing organizations to respond to changing internal and external environments
 - **Ensuring Sustainability:** Sustainable institutional arrangements consider long-term viability and resilience
 - **Governance:** Instruction should cover the governance of the institutional arrangements, including roles and responsibilities and mandates
 - **Structure:** Instruction should cover the structure of the institutional arrangements and needed human resources

The instruction/tool shall cover the following organization development dimensions:

- Identity of the organization (vision, mission, history, official mandate)
- Existing structural set up of the organization (hierarchy, organigram)
- Individual functions/tasks (of divisions/departments and employees)
- Policy-Strategy framework (incl. legal obligations, financial/development strategy)
- Physical means (incl. budget, equipment, buildings, infrastructure, etc.)
- Processes (core working processes, steering, decision making, logistic support, etc.)
- People (incl. knowledge, skills, perceptions, expectations, fears, group culture)

The concept shall consider the following organization development processes:

- a. Diagnostic processes: analyzing the situation, challenges, etc.
- b. Visioning processes: shaping the future MFM

- c. Psycho-social processes: dealing with expectations, fears, conflicts
- d. Learning processes: including piloting, testing, optimizing
- e. Information processes: transparency of the project, information sharing (inside/outside)
- f. Implementation processes: how to introduce MFM (steps, etc.)
- g. Steering of the implementation: incl. budget planning, monitoring, decision-making

Important note: the assignment does not request the development of the best and suitable model of the institutional arrangement for MFM.

In general, information related to the process can be found at the link: <https://www.esbc.eu/systemic-organisational-development/?lang=en>

III. Capacity development (8 target municipalities)

Develop and agree on training modules, materials and schedules. Training modules must be compatible to the **KMTP** (please see detail description under chapter 2.1) and include gender-equality and social inclusion.

Conducting 3 trainings of up-to 3 days for 8 target municipalities to increase knowledge and understanding on SWOT Analyses and good governance, including how to use/apply it mentioned tools. The audience should include:

- Municipal authorities – most relevant body for management of green areas as well as potential MFM

In total not less than 3 persons from each municipality.

To ensure proper understanding on MFM and management of green areas, the training materials should include:

- Importance of the informed decision making.
- Importance of the SWOT Analyses tool while decision making.
- How to use SWOT Analyses tool in practice.
- Gender-equality and social inclusion as mainstream topics.
- Importance of the best and most suitable scenario for institutional arrangements
- How to use best and most suitable scenario for institutional arrangements tool in practice. How to identify relevant institutional arrangements.

The 3 trainings each of up-to 3 days, shall be organised in three groups; suitable locations for the trainings should be selected in consultation with the project team:

Group 1: Guria (Chokhatauri, Ozurgeti and Lanchkhuti) – around 9 participants

Group 2: Kakheti and Mtskheta Mtianeti (Akhmeta, Telavi and Tianeti) - around 9 participants

Group 3: Kakheti (Kvareli and Dedoplistskaro) - around 6 participants

Location – proper venues for the training's should be identified (additional cost required). Food is required during the training, as well as accommodation for overnight for the participants should be organised and covered during the training period.

The costs related to the transportation of participants should be cover by themselves (own costs/contribution).

The company has the opportunity to offer additional 2-3 practical tools that are necessary and relevant for making an informed decision related to the MFM. It should be noted that the Cost-Benefit Analysis tool is in the process of development and coordination with the given process is necessary (GIZ ensures the establishment of communication)

2.3. Outputs/deliverables

Expected outputs are:

1. Outline of the instruction/tool for gender-sensitive SWOT Analyses
2. First draft of the instruction/tool for gender-sensitive SWOT Analyses
3. Final draft of the instruction/tool for gender-sensitive SWOT Analyses
4. Outline of the instruction/tool for the process design of the best and most suitable scenarios for institutional arrangements
5. First draft of the instructions/tools for the process design of the best and most suitable scenario for institutional arrangements
6. Final draft of the instructions/tools for the process design of the best and most suitable scenario for institutional arrangements
7. Training modules (suitable for e-learning via KMTP), materials and schedules including gender-equality and social inclusion for SWOT Analyses and for the press design of best and most suitable scenario for institutional arrangements
8. Trainings conducted for 8 municipalities (in total 3 groups, gender aspects shall be considered) on SWOT Analyses and press design of best and most suitable scenario for institutional arrangements

The format and content of the final documents must be acceptable to GIZ.

2.4. Schedule and timeframe¹

Outputs and experts	Deadline	Number of days per expert	Number of travel days* (training, meetings)
Output 1,2 and 3	Three months after contract is concluded.		Up to 18 WD (expert 2) + 2WD (expert 3)
Output 4,5 and 6	Five months after contract is concluded.		Up to 35 WD (expert 1) +3WD (expert 3)
Output 7 and 8	Until end of March 2025		Up to 20 WD (expert 1 and 2)
Expert 1 (Team leader) - experience in institutional and human capacity development; Systemic organizational development (Tool – Institutional arrangements)		1	Up to 35 WD
Expert 2 - experience in business Analytics and business		1	Up to 18 WD

¹ The schedule is seen as the maximum number of days required for the delivery of the expected results. Thus, to be applied in the financial proposals of the tenderers.

development, process management (Tool - SWOT Analysis)			
Expert 3 - experience in inclusiveness and gender aspects		1	Up to 5 WD
Experts 1 and 2 for training modules and conducting training		2	Up to 20 WD for both experts
Travel expenses		Number of experts	Number of days/nights per expert
Transportation for conducting trainings in the 3 regions		2 experts	6 days
Accommodation (full board)		2 experts	Up to 9 overnight per expert
Other cost		Number of participants	Number of trainings / overnights
Refreshments for Capacity development trainings		6-9 per training day	up to 9 training days
Accommodation for Capacity development		up to 24 participants	2 overnight stays per participants

** Experts are to travel by (own or rental) car; for reimbursement of the cost, lump sum rate per day can be agreed, but this applies only for one car. It is expected that the experts travel together in one car.*

3. Company and Experts' profiles

Company - Required competences

- (1.1) 5 years of experience in economy, sociology and/or environmental projects
- (1.2) 3 years of working experience with governmental and/or international organization in Georgia

Expert/Field of expertise:

Expert 1 – Systemic organizational development (Institutional and Human Capacity Development)

- (5.1.1) At least a master's degree in social science, public administration human capacity development, or a similar subject
- (5.1.1) 7 years of work in the field of consulting of public administrations, companies or other organizations
- (5.1.2) 5 years of work in the field of systemic organization development, ideally with state and international organisations. working experience in institutional and human capacity development
- (5.1.2) Teaching experience or working experience as a trainer
- (5.1.4) Language skills: good level of written and oral English is required.

Expert 2 - Business Analytics and Business Development

- (5.2.1) At least a master's degree in economy, financial management, business development or a similar sector
- (5.2.1) 7 years working experience
- (5.2.2) 5 years working experience in economy, financial management, business development ideally with state and international organisations. Working experience on SWOT Analysis and tool development is required
- (5.2.3) Teaching experience or working experience as a trainer
- (5.2.4) Language skills: good level of written and oral English is required.

Expert 3 - Gender Specialist

- (5.3.1) At least a master's degree in social science, sociology, political science, or other related disciplines is required
- (5.3.1) 7 years working experience
- (5.3.2) 4 years working experience on gender mainstreaming, gender equality or/and other related disciplines ideally with state and international organisations

4. Timing and duration

Between June 2024 and May 2025

5. Place of assignment

Tbilisi and 8 municipalities, Georgia

6. Reporting

- Reports are to be prepared according to the GIZ template to be provided by the project.
- The consultant should report to the Advisor - ECO.Georgia
- The consultant is expected to work very closely with MEPA, BFD and local government
- Reports and materials must be delivered in **Georgian and in English**. Report should also consist of developed training modules, materials and conducted trainings

7. Other provisions

7.1 Budgeting and payment

Payments can be made in three instalments.

The first interim payment can be paid after submission and acceptance of outputs 1-3.

The second interim payment can be paid after submission and acceptance of outputs 4-6.

Final payment can be effected after provision of outputs 7-8 and all reports mentioned above.

7.2 Tender Procedure

In the tender, the tenderer is required to submit a technical proposal showing how the objectives defined in Chapter 2 are to be achieved and if applicable under consideration of further method-related requirements (technical-methodological concept).

The technical proposal will be evaluated in accordance with the assessment grid which consists of followings:

(2.1) Concept

- a. interpretation of the objective /assignment (2.1)
- b. strategy for the implementation reflecting other alternatives (2.1)
- c. implementation methods (structured by project) (2.1)

Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CV, the range of tasks involved and the required qualifications.

The CV of the personnel proposed meeting the requirements below must be submitted using the format specified in the terms and conditions for application. The CV 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.

7.3 Requirements on the format of the financial bid

Please calculate your price bid in line with the costing requirements. The specifications for pricing are defined in the attached price schedule which is required to be used for the preparation of the financial offer.