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<b>Project Title:</b>	Enabling the Implementation of Georgia's Forest Sector Reform (ECO.Georgia)
<b>Project/Activity Number:</b>	20.2275.4-007.00/C3A1
<b>Title of the assignment:</b>	Development of instruction on Future Scenarios on Forest Management and Guidebook for the Toolbox

## 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 (the document can be shared). 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. The toolbox and its tools should ensure the creation of necessary knowledge, understanding 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 procurement of equipment, 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 - Decision-making tools:**

1. Instruments and procedures to conduct **Cost Benefit analyses** (the tool has already been developed)
2. Instruments and procedures to conduct **SWOT analyses for analysing** strategic options (the tool has already been developed)

#### **Level two - Planning tools:**

3. Instruments and procedures for the analysis **Process design for institutional arrangements** (the tool has already been developed)
4. **Future scenarios: forest development, local population attitudes and differences between existing practices with mainstreamed gender considerations**
5. **Gender-responsive Institutional development plans** (the tool has already been developed. It was incorporated as an additional aspect that considered the instruction of the Institutional Development Plan for MFM)

#### **Level three – Practical tools:**

6. Practical showcases based on the experience with managing the communities' so-called **"Green Spaces Management"** (the tool has already been developed)
7. Gender-responsive Instruments and procedures **Improved Public Participation in Georgian Forest Management Planning and Implementation** (the tool has already been developed)
8. Usage of Geographic Information System (GIS) – **(the tool has already been developed)**

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

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

The assignment has two main objectives:

The tool **"Future scenarios: forest development, local population attitudes and differences between existing practices with mainstreamed gender considerations"** is a strategic planning tool used to evaluate possible scenarios and its application to the management needs.

Developing future scenarios for forest management requires a comprehensive approach that considers ecological, economic, social, and governance factors. Scenario development is widely used in strategic planning, such as:

- **Baseline and alternative futures:** Comparing current trends with possible future scenarios
- **Socioeconomic considerations:** Assessing the financial feasibility of different forest management strategies
- **Ecological considerations:** Assessing the ecological feasibility of different forest management strategies and governance

As mentioned in chapter 2.1 under Toolbox description, the 6 tools (instruction) of the Toolbox are developed (see table 1 – the status of the Toolbox instructions), which serve to support informed decision-making by municipalities. **The seventh instruction will be Future Scenarios, which are part of this assignment.** There is a need to consolidate the collected instruments into one document and develop the “**Practical Guidebook**”.

Table 1. Status of the Toolbox elements (tools)

N	Title of the instruction	Status
1	Cost Benefit analyses	Developed
2	SWOT analyses	Developed
3	Process design for institutional arrangements	Developed
4	<b>Future Scenarios</b>	<b>To be Developed under this assignment</b>
5	<i>Gender-responsive Institutional development plans</i>	NA
6	Green Spaces Management	Developed. <b>Need to be translated from Georgia to English.</b>
7	Improved Public Participation Approach (IPPA)	Developed
8	<i>Usage of Geographic Information System (GIS)</i>	NA

**Important note:** *All instruments mentioned in Table 1 are attached*

Therefore, the objectives of the assignment are:

1. to develop detailed instructions how to develop **Future scenarios: forest governance and its development, as well as differences between existing practices and possible alternatives with mainstreamed gender considerations** in a participatory manner and

2. **Development of the practical “Guidebook”** (physical Toolbox) and **Resource book** as a user-friendly resource designed to provide clear, step-by-step instructions - consolidation of the 6 above mentioned instruments.

In particular, the consultants shall fulfil the following tasks:

#### **Work Package 1: Instruction (tool) on “Future scenarios of the forest management”**

Development of the detailed, gender-sensitive instruction how to develop Future scenarios of the forest management

- 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)

- The instruction should provide ways to assess and identify differences between different forms of forest management: MFM, existing management and co-management
- The instruction should provide step-by-step approach for analysing possible application and its consistence with the existing institutional governance in the country
- The instruction must describe how to develop future scenarios in a highly participatory way together with local stakeholders. This should include selection of suitable stakeholders (e.g. from LACs) and a highly inclusive process
- The instruction must define the potential resources, qualification and time needed for applying this instruction in practice and analyze different scenarios, e.g. by applying the SWOT tool
- The instruction needs to be prepared as a structured document so that municipalities with external support can grab it and conduct analyses by following the detailed instructions

**Important note:** *the assignment does not request the development of Future scenarios.*

## **Work Package 2: Consolidation of the developed tools (as mentioned in the table 1) and Development of the practical “Guidebook” and Resource book**

- **Experts should analyze the already developed instruments and determine and add the following aspects to the document (where it is missing):**
  - What qualifications are needed to implement the instruction in practice
  - How many human resources are needed to implement the instructions in practice
  - How much time is needed to implement the instructions in practice
  - What financial resources are needed to implement the instructions in practice
  - All six developed instructions must be consolidated into one comprehensive document, referred to as a Guidebook
- **Resource book should consist with following content (outline):**
  - **Introduction:**
    - a) Forest sector reform (FSR), Governance, Legislation, Policy in relationship to FSR
    - b) Local self-government: Legislation, Policy
    - c) Review of the existing practices in Georgia in terms of Municipal Forest Management: TPLA and other related management unites.
    - d) Review and explanation of the Toolbox: importance of the informed decision-making process, brief description of the tools and its importance.
- **General consideration of the Guidebook:**
  - User-friendly resource designed to provide clear, step-by-step instructions
  - Interlinkages with different instruments
  - Individual chapter for each instrument
  - The guidebook should be illustrated with graphs, photos, diagrams etc.
  - The design should be created in such a way that the text is easily understandable and perceptible.
- **Guidebook design**
  - The entire document/Guidebook combined with 6 instructions should be

consistent with each other in terms of design and layout.

- Each instruction should consist of up to 10 illustrations (charts, graphic pictures, etc.) created by the service provider.
- Design of the cover page will be created
- Logo placement in cooperation with the project PR
- The format and size of the Guidebook should be suggested by service provider **(please see the attached files as a references)**

#### - **Printing of the Guidebook**

- The printing specifications and quantities will be agreed upon with GIZ

### **2.3. Outputs/deliverables**

Expected outputs are:

1. Outline of the instruction/tool on the Future scenarios of the forest management
2. First draft of the instruction/tool on the Future scenarios of the forest management
3. Final draft of the instruction/tool on the Future scenarios of the forest management
4. Compilation of the Resource book
5. Guidebook: a) Online version: first draft of the Guidebook and final draft  
b) Printing version
6. Printing of the Guidebook

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

### **2.4. Schedule and timeframe<sup>1</sup>**

Outputs and experts	Deadline	Number of experts	Number of working days
Output 1,2 and 3	Two months after the contract concluded		Up to 10 WD (expert 1) + 10 WD (expert 2)
Output 4 – Resource book	First month after the contract concluded		Up to 5 WD (expert 2) + Up to 3 WD (expert 1) + 5 WD (expert 3)
Output 5 – Guidebook Output 6 - Printing of the Guidebook	Three months after the contract concluded		Up to 15 WD (expert 1) + Up to 25 WD (expert 2) + Up to 25 WD (expert 3)  <b>Work Packages need to be worked on in parallel.</b>
<b>Expert 1</b> (Team leader) - experience in institutional development; Business		1	Up to 28 WD

<sup>1</sup> 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.

Analytics and process management (Tool – Future Scenarios)			
<b>Expert 2 – Editor:</b> experience in strategic and thematic document management, development and editing (compilation of the instruments and development Guidebook)		1	Up to 40 WD
<b>Expert 3 - Graphic designer</b>		1	Up to 30 WD

### 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 (Team leader) – Institutional development (Institutional Development, Business Analytics, Financial and Process management)**

- (5.1.1) General qualification **Education:** Master's degree in social science, economy, human capacity development, or a similar field.
- (5.1.2) Specific qualification **Professional experience:**
  - 7 years of work in the field of consulting of public administrations, companies or other organizations
  - 5 years of work in the field of organization development, ideally with state and international organisations. Working experience in institutional development, governance, finance and process management
- (5.1.4) Language skills: Sufficient level of written and oral Georgian and English is required.

#### **Expert 2 – Editor**

- (5.2.1) General qualification, **Education:** Master's degree in political science, sociology, business development, public administration or a similar sector
- (5.2.2) Specific qualification **Professional experience:**
  - 7 years working experience in the field of consulting private and state organisation in the process of policy/strategy making
  - 3 years working experience in sociology, public administration or business development ideally with state and international organisations. Working experience in developing strategic documents, business models
- (5.2.4) Language skills: Sufficient level of written and oral Georgian and English is required.

#### **Expert 3 - Graphic designer**

- (5.3.1) General qualification, **Education:** Bachelor's degree in the graphic design or a similar subject
- (5.3.2) Specific qualification, **Professional experience:**

- 5 years working experience in advertising materials
- 3 years working experience in designing of books, articles and brochures.  
Creating relevant illustrations (charts, graphic pictures, photographs etc.)
- (5.2.4) Language skills: Sufficient level of written and oral Georgian and English is required.

#### 4. Timing and duration

Between June 2025 and September 2025

#### 5. Place of assignment

Tbilisi, 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 - GIZ/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 separately**.
- The consultants shall keep a time sheet (8 hours = 1 working day).

#### 7. Other provisions

##### 7.1 Budgeting and payment

Final payment will be effected after provision of timesheets for accomplished working days and provision of the outputs/deliverables given 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.