
**TERMS OF REFERENCE FOR
NATIONAL SPATIAL DEVELOPMENT CONCEPT OF GEORGIA**

A. Introduction

1. Georgia is part of the South Caucasus, located between Eastern Europe and Western Asia, and between the Black Sea and the Caspian Sea. The country has a population of 3.7 million people with Tbilisi, the capital city, home to roughly a third of the population. Following structural reforms, Georgia has achieved robust economic growth during the last years and has recently achieved upper middle-income country (UMIC) status. The European Union (EU)-Georgia Association Agreement entered into force in July 2016¹² and Georgia was granted EU candidate status in December 2023.¹³ However, significant regional disparities persist within the country, with important pockets of poverty and unbalanced regional growth. Georgia needs to promote further its structural transformation and its corresponding spatial realignment.
2. In 2019, the main parts of the Georgian Code on Spatial Planning, Architectural and Construction Activities (hereinafter referred to as “the **Code**“) entered into force, as well as Resolution No. 260 on the Rule for Developing Spatial and Urban Construction Plans (hereinafter referred to as “the Resolution”). The Spatial and Urban Development Agency (**SUDA**), a Legal Entity Under Public Law supervised by the Ministry of Economy and Sustainable Development (MOESD) was created in 2022. SUDA’s main function is to develop and manage policies for Georgia’s spatial and urban development.¹⁴
3. Spatial planning in Georgia ensures better coherence of the country’s development policies. At the state level, the Government of Georgia has decided to develop a National Spatial **Development Concept** (NSDC) (hereinafter referred to as the “Concept”) as a first stepping stone of national planning activities. It will act as a *national spatial planning framework* and will lay the foundation for the development of a future National Spatial Development Plan (NSDP) and a long-term public capital investment plan. In particular, the NSDC will be based on, and enhance *Georgia Vision 2036*, the main development policy strategy of the GoG, which is monitored annually.¹⁵ The “Concept” includes **regional development visions** and the **Public Investment Platform**, to strengthening the connection with implementation.
4. The Concept will support Georgia’s development ambitions by spatializing and integrating sectoral strategies. These priorities will focus on national and transnational integration and fostering climate resilient and low-carbon development. Taking into account Georgia’s potential for growth, currently unbalanced territorial development, environmental risks and societal dynamics, as well as the key strategic orientations for the future of the country, the NSDC will support the coherence between sectoral policies, and help achieve the Government’s main development

¹² It supports political association and economic integration. The Deep and Comprehensive Free Trade Area (DCFTA) is an integral part of the Agreement.

¹³ <https://www.consilium.europa.eu/en/policies/enlargement/georgia/>

¹⁴ SUDA’s main pillars of work are the following: Produce and implement the National Spatial Development Plan of Georgia. Assist local municipalities to coordinate their land use master plans. Harmonize current relevant legislation with the OECD best practices. Increase awareness about the benefits and necessity of Spatial/Urban planning and its everlasting effect on climate change and sustainable development of the country. Strengthen cooperation between state, academic and private agencies around spatial and urban planning.

¹⁵ https://www.gov.ge/index.php?lang_id=geo&sec_id=68&info_id=90372

priorities, regional cohesion, and enhanced quality of life all over Georgia. NSDC will facilitate its full integration with key European and international development requirements.

5. SUDA is now seeking to procure Consultant services for the preparation of the NSDCas specified in these Terms of Reference (TOR), making use of Government funds and dedicated funding made available by the Asian Development Bank.

B. Background

6. **Administrative arrangement.** Georgia consists of nine regions (Samegrelo-Zemosvaneti, Guria, Imereti, Racha-Lechkhumi and Kvemo Svaneti, Shida Kartli, Samtskhe-Javakheti, Kvemo Kartli, Mtskheta-Mtianeti, Kakheti), two autonomous republics (Adjara and Abkhazia). Two territories are occupied, these are the Autonomous Republic of Abkhazia and the Tskhinvali region (former administrative-territorial unit of South Ossetia).¹⁶ Georgia is represented by five municipalities of the self-governing city category (Tbilisi, Batumi, Kutaisi, Rustavi and Poti), 64 municipalities, of which 5 (Akhlagori, Eredvi, Kureti, Tighvi and Azhara municipalities) are occupied.¹⁷



Illustration 1 Georgia Administrative organization Scheme

7. **Georgia Vision 2030** was adopted in December 2022 by the GoG and a new version Vision 2036 will be adopted in 2026. It is the Development Strategy of Georgia, a long-term policy document that represents the unified vision of the GoG and combines all major priority directions of sustainable development (see **Annex 1**). Vision 2030 states “*in the long-term development vision, the main*

¹⁶ In accordance with the Law of Georgia on Occupied Territories (2008)

https://smr.gov.ge/uploads/prev/The_Law_of_928ef0d7.pdf

¹⁷ <http://mreg.reestri.gov.ge/>

political goals of the GoG are to ensure the sustainable economic development and social equality, strengthen security and stability, and enhance democracy, justice and the rule of law in the country. (...) With the most efficient use of new opportunities, with a significant transformation of infrastructure, Georgia will become an economic hub, linking global economic trends and development directions. As a result, by 2030, sustainable and inclusive economic development will ensure employment growth, improve the quality of life of citizens, and reduce regional inequality. (...) The state will pay special attention to overcoming the challenges associated with climate change, ensuring an environmentally friendly and healthy environment. Sustainable consumption of natural resources will be based on understanding the interests of future generations. The state continues to focus mainly on strengthening of sovereignty, de-occupation, restoration of territorial integrity by peaceful means and moving unpreventable towards joining the European Union and NATO. (...) The Development Strategy of Georgia creates a solid foundation for sustainable, long-term progress and a successful future for the country in the coming years, bringing us closer to the historic goal of joining the European Union.” This is the main idea of the “Concept”. The development of the “Concept” is designed for a 25-year period. Thus, the vision of the “Concept” should include “Vision 2036 - Georgia’s Development Strategy”.

8. **Transition from an isolated sectoral planning to an integrated territorial planning approach.** Line ministries conduct their own programming separately with a relatively siloed sectoral approach. Currently, there is a lack of integrated approval mechanisms, and information sharing among the main players directly involved in spatial development and implementation. There is a need for a **connective tissue** between the various sectoral strategies and to overcome the absence of spatial dimension in national and regional strategies, including in Georgia Vision 2036. Policies are developed with little understanding of spatial implications, and there is no spatial umbrella document to link them all, to identify overlaps and to provide a long-term perspective.
9. **Rationale for a Concept Plan.** The GoG attempted to launch a NSDP in 2015 and again in 2023. However, given the rather new spatial dimension of policies, there is a need to first lay down the foundation. Preliminary work and first consultations are required to establish a ‘*spatial baseline*’ based on existing documentation and on-going strategies. It will also help establish a consensus between stakeholders, who would also be more familiar with the planning approach and its added value in decision-making. In addition, focusing on compiling sectoral investment packages and mapping the planned investment packages will help accelerate the identification of strategic interventions that align with Georgia's development priorities. A Concept Plan will allow for greater flexibility in decision-making and resource allocation.
10. The NSDC should support the GoG mediate between the respective claims on space of the state, market, and community. This mediation **requires (i) involving stakeholders, (ii) integrating sectoral policies and (iii) promoting development projects** to ensure transformative strategy formulation, innovation action and performance in spatial planning. Trans-national and connectivity opportunities, settlement system and urbanization process; transport and engineering

infrastructure; economic development; socio-cultural development and housing; climate change and environmental risks management are important considerations (see Annex 3 Maps).

11. **"Vision 2036 - Georgia's Development Strategy" and management of the National Spatial Development Planning Concept of Georgia (NSDC).** The Spatial and Urban Development Agency is accountable ¹⁸to the Intergovernmental Committee for Spatial Planning (ICSP) (hereinafter referred to as the "Commission"). The **"Commission"** will oversee the development of the "Concept". The "Agency" will work directly with the Strategic Development Department of the Ministry of Economy and Sustainable Development of Georgia (MOESD – hereinafter referred to as the "Ministry") and the Department of Policy Planning and Coordination of the Government of Georgia. The aforementioned Department is responsible for monitoring the implementation of "Vision 2036" to ensure that the main directions of the strategy are taken into account within the framework of the "Concept". Based on the above, the Agency will establish stronger communication channels in this direction and strengthen its capacity to consult, regulate and implement development approaches to address economic, social and environmental problems.

¹⁸ On the Establishment of the Governmental Commission for the Development of the Spatial Development Plan of Georgia "Georgia 2030" Resolution No. 89 of the Government of Georgia of March 9, 2015 (taking into account the amendments made to it), link: <https://matsne.gov.ge/ka/document/view/2762487?publication=4>

C. Goals, objectives and approaches

12. The NSDC will establish the first ever national spatial planning concept framework in Georgia, and by such, demonstrate and increase the **coordinating and integrating role of national spatial policy** and national planning-regulatory authority. The NSDC will serve as a **conceptual foundation** for a long-term National Spatial Development Plan and the national strategic investment plan. This framework will comprise both a vision and a credible development strategy, scenarios to shape Georgia's national, regional and local spatial development according to main pillars of sustainable development, for an optimal balance of ecology, economy and social cohesion, as well as good governance and culture. The framework is intended to provide high-level direction for policymakers. It will consolidate national policy statements, planning standards and regulations into one coherent planning framework that directs how the country and regions plan for socio-economic growth and manages the natural environment and spatial development.
13. The overall goal of the NSDC is hence to align the country's spatial structure with the development policies pursued by the Government, which are focused on Georgia's opportunities as an international transit, trade, and transportation node; as a service-centred economy, with modernized and export-oriented industrial and agricultural sectors; and as an increasingly sought-after tourism destination. The NSDC will contribute to increasing the competitiveness of the country, its regions, and autonomous republics, environmentally sound and balanced socio-economic development, and raising living standards across the country through reducing regional disparities and increasing territorial cohesion. The major infrastructure projects being implemented, particularly the East-West highway, the North-South Axis Road, the railway, energy projects, logistics centers, and the deep-sea port of Anaklia, will be the primary drivers of future urbanization.
14. The specific objectives of the National Spatial Development Concept are to support:
 - A. Place Georgia as a regional player, as a transit-logistic hub between Asia and Europe, in coordination with neighbouring countries and within a European integration trajectory, as per Vision 2036.
 - B. Ensure the spatial and functional coordination of a sectoral development and provision of the synergetic innovative perspectives for the countrywide sustainability.
 - C. Interpret the metropolitan Tbilisi urban area, its growth and needs, and the unbalanced regional development.
 - D. Identify the urban growth scenarios of the main agglomerations, secondary cities and third-tier urban centers, and their development opportunities incl. how they may play a driving role in supporting rural development.
 - E. Promote territorial, social, ecologic, and economic cohesion by planning for an improved provision of key social and economic infrastructure and services across all regions and address unbalanced territorial development
 - F. Development of the foundations of a National Spatial Development Plan according to the four main postulates of sustainable development: economic growth, socio-cultural context, environmental protection, and cultural development.

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- G. Ensure climate resilience and speed up decarbonization by envisaging compact cities, the urban reuse of previously industrial areas, and the promotion of mobility systems.
 - H. Support the country's energy independence and energy security strategies.
 - I. Rationalise the spatial management of a pattern of the nature-culture assets-based conservation network and destination pattern.
 - J. Mobilize stakeholders around a common spatial vision. Unite various government departments, agencies, state-owned enterprises, and state representative administrations behind a shared set of strategic objectives for rural, regional and urban development.
 - K. Increase awareness about spatial planning and its benefits, and support establishing spatial planning as a key decision-making instrument for Georgia's territorial development.
 - L. Aim to transition to a net zero society in a long term by ensuring nature recovery is inclusive and fair, fostering a circular economy that makes the best use of embodied carbon, conserving and recycling assets, and encouraging sustainable design and wise resource use.
 - M. Establish a monitoring and evaluation system of a strategic indicators measuring effectiveness and efficiency of the implementation.
 - N. Defining strategic directions for inclusive, green, competitive, and sustainable development through regional development visions and the identification of spatial talents.
 - O. Drive the strategic location of investments from both the public and the private sectors and be the foundation for national public investment plans.
 - P. Promote and integrate national best practices in spatial and urban development to achieve sustainable, efficient, and effective planning.
15. The NSDC will consider a 2050 horizon, in line with Georgia Vision 2036 and other sectoral strategies.
16. The NSDC will be developed for the entire national territory, an area of 69,700 km², and the territorial sea (waters) and associated Exclusive Economic Zone (EEZ) in the Black Sea. The occupation by foreign troops of the Autonomous Republic (AR) of Abkhazia and of the Tskhinvali Region prevents access and limits the availability of data. These two regions will be however considered in the overall analysis to the extent possible (using earth observation data sources, data from UN programmes, etc.). The intention is to understand the effects of "de-occupation" for these territories and what they could gain from re-integrating Georgia (economic effect, connectivity, education, health care, quality of life, etc). The default scenario for the analysis is whole Georgia (assuming progressive reintegration into the Georgian space). *The Consultant will study for internal use a scenario of continuing foreign occupation.*
17. The NSDC will be a **flexible instrument** to guide lower-tier planning-regulatory instruments, and alignment of sectoral strategies. It will have a "normative function" as part of Georgia's national legal system and function as an "umbrella" concept. It will provide a framework and direction to (i) comprehend the optimal use of available

resources for the benefits of all Georgians; (ii) progress towards a successful integration of sector policies; (iii) harmonize national strategic goals with local development aspirations; and (iv) effectively advance resilient and low-carbon development. During the preparation of NSDC, the Consultant will consider other approved and ongoing plans (**Annex 4**). In particular, the Consultant is required to coordinate regularly with other consultant teams in charge of key projects with regional influence (e.g. Coastal Zone Spatial Development Plan, Mukhrani Valley Spatial Development Plan, Oni Spatial and Urban Development Plans and Capacity Development Program for the Spatial and Urban Development Agency of Georgia) to ensure alignment and avoid conflicts of directions.

18. The Consultant will consider international conventions and protocols that Georgia is a signatory of. The NSDC will follow international planning standards and **international and national best practices** and shall be prepared based on the generally acknowledged rules of sustainable development, as defined in the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal (SDG) 11, in the New Urban Agenda (2016), the European Commission's Green Deal(2019).
19. **Climate change and environmental sustainability** should be drivers of positive and sustainable economic development. The low-carbon transformation can be an opportunity to develop a green economy, and climate adaptation is a fundamental consideration to ensure the technical and financial sustainability of all future investments and of the overarching spatial development of the country. Climate risks and vulnerabilities, trends and projected changes will have sector specific and spatial implications. It is critical to adopt a systematic and 'whole-of-government' approach to sustain natural capital, mitigate environmental degradation, and strengthen climate resilience, and such considerations will be mainstreamed in all analysis and all aspects of the NSDC. It will also help identify opportunities to adopt a nature-positive development model.
20. The NSDC will be subject to a **Scoping** analysis for a Strategic Environment Assessment (SEA) to analyse its likely environmental and public health impacts. Results and conclusions provided by the SEA will be considered when adopting the document. The Consultant will be required to follow the legal requirements of the national Environmental Assessment Code (EAC), including the need for mandatory public hearings. The provisional sum does not include additional studies for the SEA report. All SEA-related activities are included in the financial proposal.
21. As the NSDC intends to bring together various sectors and levels of government, it will reflect many expectations, opportunities and interests. Therefore, it will be crucial to ensure a **participatory process and consultation** including a wide range of stakeholders. This process will help a better understanding of the complexity of the various regions of the country and generate more options and alternatives. It will also help SUDA establish its position as policy-advisor and will be a way to mainstream planning in policies and sectors that are so far unfamiliar with this approach. In addition, **communication activities** will be organised to increase awareness raising about spatial planning to a wide audience.

D. Scope and tasks

22. The major outputs and activities are summarized in Table 1 below.

Table 1 - Main activities and results

Major activities	Deliverables	Indicative completion dates
Output 1 – NSDC		
Stage 1 - Research and Consulting		(0 - 7 months)
1. Mobilization and kick-off meeting.	D1-Inception Report D2 – Land Cover Analysis (2014–2024 Comparison) <i>D3-Research Report (Draft)</i> D3-Research Report	+1 month +4 months +5 months +7 months
2. Collection, review, field reconnaissance, and analytical framework of data corresponding to policies, plans, strategies, as well as natural-cultural, social, and economic factual conditions.		
3. Stakeholder mapping and Engagement Plan, and initial consultations		
4. Communication and branding strategy		
5. Inception report workshop		
6. Analysis and classification of identified gaps in land cover		
7. Land cover assessment		
8. Initiation of SEA-related procedures (screening)		
9. Analysis of gaps in the spatial dimension of sectoral strategies and visualization of perspectives beyond 'Vision 2030' to reach 2050		
10. National and regional spatial and socio-economic analysis		
11. Spatial planning system analysis		
12. Spatial SWOT analysis and prognosis		
13. Research Workshop		
14. Final research Report		
Stage 2 – Vision, Strategy and Viability		(7 – 14 months)
15. Vision Scenario planning	<i>D4-Vision 2050 (Draft)</i>	+7 months
16. Vision and Scenario Workshops	D4- Vision 2050	+8 months

17. Spatial vision and selected strategies to validate with stakeholders	<i>D5-Scenario and Strategy Report (Draft)</i>	+12 months
18. Final Vision report 2050 and Scenario and Strategy Report	D5- Scenario and Strategy Report	+14 months
Stage 3 - Concept Plan		(15 – 20 months)
19. Conceptual framework with identification of strategic approaches.	<i>D6- Concept plan (Draft)</i>	+ 15 months
20. Long-term and cross-cutting sectoral responses		
21. Regional development Visions		
22. Strategic Environmental Assessment Scoping		
23. Concept Workshop		
24. Concept plan for official approval and presentation event	D6- Final Concept plan and Investment Plan	+ 17 months
25. Communication Material on the Final Concept Plan	D8 – Communication Material on the Final Concept Plan	+ 20 months
Output 2 – Public Reform and Investment Platform		
26. Delivery and Reform Guide (including land cover analysis methodology), as well as a monitoring and evaluation system for the implementation of the NSDC.	<i>D7 Institutional and Implementation Tools Report (Draft)</i>	+ 18 months
	D7 Institutional and Implementation Tools Report	+ 19 months
27. Investment baseline and recommendations for catalytic projects	D6- Final Concept plan and Investment Plan	+ 17 months
28. Investment platform design (format, criteria)	D8 – Communication Material on the Final Concept Plan	+ 20 months

Output 1 - Concept of the Spatial Development Plan of Georgia

Stage 1 - Research and Consultations

1. Mobilization and kick-off meeting

23. The organizational meeting will be held in Tbilisi, organized by the consultant. The consultant will present the methodology, team, work plan and main stages, as well as the next steps (data collection, interviews and site visit plans).
24. During or after the organizational meeting, a special session will be held for the members of the **Working Group**. To raise awareness about spatial planning, the effectiveness of integrated planning, present examples and best practices from other national spatial plans, as well as to provide information on expectations, foundations of success, and potential problems.

2. Collection, review, field reconnaissance, and analytical framework of data corresponding to policies, plans, strategies, as well as natural-cultural, social, and economic factual conditions.

25. The Consultant shall undertake a comprehensive collection, review, field and reconnaissance and mapping review of laws, development strategies, plans and policies, relevant data sets of natural-cultural, social and economic actual conditions. and as well as all other existing relevant information, reports, data, documents, maps pertaining to the scope of the NSDC. The following documents adopted by GoG should guide the Consultant and SUDA, and include inter alia:
 - Vision 2036 - Development Strategy of Georgia
 - Socio-economic development plans, national and regional;
 - Legal, political and institutional framework related to planning at different scales;
 - Government program;
 - Sectoral strategies of ministries and state agencies (economy, agriculture, environmental protection, infrastructure, security, energy, healthcare, transport, tourism, logistics, trade, education, culture, climate, etc.), special policies or programs (for example, the strategy for the development of high-mountainous settlements), Georgian Railway, Georgian Land Reclamation, "Produce Georgia" strategies;
 - Strategies and plans related to maritime space (transport, aquaculture and fisheries, port activities, Black Sea Economic Cooperation, Black Sea Synergy Initiative, Common Black Sea Maritime Agenda, etc.), including the Georgian Black Sea Coastal Zone Spatial Development Plan, which is currently under development;
 - South Caucasus and transnational cooperation strategies (CAREC, TRACECA, Trans-Caspian International Transport Route, etc.);
 - Regulations, strategies and spatial Scheme of the Autonomous Republic of Adjara (2012);
 - Approved and ongoing spatial and urban planning documents (**see Annex 4**)
 - Important urban strategic plans, such as the Tbilisi Sustainable Urban Mobility Plan (2023 draft), the Batumi Plan (2023 draft), the Tbilisi and Batumi Green City Action Plans;

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- The National Spatial Data Infrastructure Geoportal and the National Metadata Catalog (editor/validator), which have been operational since July 2025.¹⁹ Also from the Municipal Services Development Agency, including existing scheme portals. Review of national standards for the collection, storage, updating and sharing of spatial data, as well as digital information in general ;
 - Land policy and management, in particular, presented by the National Agency for State Property, the National Agency for Sustainable Land Management and Land Use Monitoring, the Resorts Development Agency, the Agency for Protected Areas, the National Agency for Mineral Resources, the National Environmental Agency, etc., land use-related data: land and sea topography, morphology, geology, hydrology, seismology, natural and climatic hazards (maps prepared by the National Environment Agency), restricted access zones, land cover, land categorization, land use and land ownership;
 - Environmental and health data relevant to the preparation of the Strategic Environmental Assessment;
 - Statistics (Geostat) and the 2014 Census and 2024 Census;²⁰
 - International development partnership strategies, documents and sectoral analysis submitted within the project (World Bank, Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), German Society for International Cooperation (GIZ), United Nations Development Program (UNDP), United States Agency for International Development (USAID), Swedish International Development Cooperation Agency (SIDA), European Investment Bank (EIB), French Development Agency (AFD), etc.);
 - The Association Agreement and Multiannual Indicative Programme (2021- 2027) signed between the European Union and Georgia, including programmes and flagship initiatives for Georgia;²¹
 - Main development and spatial strategies of neighboring countries. Priority investment plans of line ministries and a database of infrastructure projects and programs planned by the Government of Georgia, the private sector and donors of national/regional importance (serves the Public Investment Platform).

¹⁹ Official website of the National Agency of Public Registry: napr.gov.ge
 Interactive map of the National Agency of Public Registry: maps.gov.ge
 National Geoportal of the National Spatial Data Infrastructure: nsdi.gov.ge
 Interactive map of the Municipal Services Development Agency: ms.gov.ge/msmap, maps.municipal.gov.ge
 Georgian Forest and Land Use Atlas of the Ministry of Environmental Protection and Agriculture of Georgia: atlas.mepa.gov.ge
 National Metadata Catalog: catalog.nsd.gov.ge

²⁰ New national census for 2024.

²¹ Flagship 1: Black Sea Connectivity – Improving data and energy connections with the EU; Flagship 2: Transport across the Black Sea – Improving physical connections between Georgia and the EU through feeder/ferry lines and refurbished ports; Flagship 3: Economic Recovery – Supporting 80,000 SMEs to reap the full benefits of the DCFTA; Flagship 4: Digital Connectivity for Citizens – High-speed broadband infrastructure for 1,000 rural communities; Flagship 5: Improved Air Quality – Helping over 1 million people in Tbilisi breathe cleaner air; Flagship 6: Energy Efficiency in Residential Apartment Buildings.

*The above lists are indicative and should be clarified/completed during the research stage. The consultant should provide summaries of biogeographic, historical-cultural, and socio-economic information, including:

- Physical features
- Biodiversity
- IUCN and national Red List
- Ecosystem services
- Landscapes and ecological connectivity
- Architectural and urban heritage
- Historic built environment and system of settlements
- Historic land cover and historic-cultural landscapes
- Archaeological heritage
- Historic and sacred sites of intangible cultural value
- Socio-economic spatial-territorial components
- Spatial structure of settlements, centres, and axes
- Transportation and utility infrastructure
- Energy generation and supply infrastructure
- Spatial distribution of relevant social services
- Analysis of the potential of state-owned land/territories.
- National, regional, and sectoral economic development programs, projects, and concepts.

The consultant should investigate the following issues related to tourism:

- International and domestic tourist flows, seasonality;
 - Tourism resources (natural, cultural, historical, intangible heritage);
 - Tourism management status quo (national/regional strategies, regulations);
26. The Code disposition (Article 16) should be considered to drive the priority data collection. Additional background information is detailed in **Annex 6**. The Consultant shall identify any necessary data or information that directly impacts upon the conduct of the NSDC and land cover preparation and take steps to fill any gap to facilitate the preparation of the Research report.

3. Stakeholder mapping and Engagement Plan, and initial consultations

27. The preparation of the NSDC should involve all appropriate stakeholders through a series of stakeholder consultation meetings, which will help form the basis for the diagnosis, vision, strategies and concept. An understanding of the various stakeholders early on will help determine which consultation strategies can be adopted throughout the planning process and help reveal challenges and solutions for the plan development and implementation. Therefore, a mapping and assessment of stakeholders shall be undertaken from the beginning and included in the Inception Report. Among possible stakeholders to consider but not exhaustive:
- National government representatives, including the Prime Minister's Administration and line ministries;
 - Government Commission for Spatial Planning;
 - State Representatives of the 9 regions and representatives of the autonomous republics
 - Mayors and municipal teams;
 - The National Association of Local Authorities of Georgia (NALAG)
 - Service and utility providers (water supply company, railway company,

hydropower companies, port companies, etc.);

- Stakeholders related to Black Sea issues (Maritime Transport Agency, Fisheries and Ports Supervision Service, Black Sea Commission, etc.);
- European Youth Parliament in Georgia;
- The Delegation of the European Union
- Environmental NGOs such as the Georgian Green Movement, the Caucasus Regional Environmental Center, Green Alternative, the Caucasus Environmental Knowledge Portal (CENN), and international NGOs such as WWF - Caucasus, IUCN - Caucasus;
- Youth groups, civil society or associations;
- International donors and partners such as WB, ADB, AFD, GIZ, EBRD, KfW, UNDP, FAO, EIB.
- Representatives of academic circles, professional associations (for example, architects, urban planners);
- Representatives of the business sector (business associations, investors' council, chamber of commerce);
- Communities and vulnerable groups such as the elderly, those living in high-altitude areas, those living in coastal areas vulnerable to flooding, etc.

28. Based on this stakeholder mapping, the Consultant will develop a **Stakeholder Engagement Plan (SEP)**, designed to mobilize key stakeholders and to inform the development of the Concept Plan. The SEP will propose how the identified categories of stakeholders should be involved along the planning process, with differentiated methods of engagement in order to keep the process effective. Stakeholder engagement will be sustained throughout all the project to understand needs, aspirations, and priorities for spatial development, as well as sectoral priorities. As the NSDC should first and foremost provide the “**spatial connectivity**” between sector strategies and investment plans, the stakeholder engagement process should respect the priority of line ministries at the national scale, and the voice of regional and local authorities at the sub-national scale. All other stakeholders should be also involved on the basis of their scales of action. This would allow for effective engagement and communication and minimize conflicts between stakeholders with different agendas. It should also be the opportunity to explain to stakeholders, who are still unfamiliar with or relatively not involved in planning, what is their value, how they can benefit from and influence the process.
29. The type and methodology of engagement will be defined as suitable for a successful result (e.g. interviews, focus group discussions, large information workshops, smaller groups meetings, public hearings, online consultation, etc.). The engagement shall be conducted with a gender and age sensitive approach. The use of the mapping tool is encouraged to facilitate the discussions. The Consultant will suggest options to adequately cover the country (e.g., East / West Georgia, each region, main cities, etc.). The SEA process will also include mandatory public hearings, as per the Environmental Assessment Code (EAC) requirement. A report on all consultations including a list of participants (with gender disaggregation), issues raised, and responses shall be regularly documented. Minutes of the meetings will be required for certain meetings that will have to be conducted by GoG authorities such as the SEA public hearings.

4. Communication and branding strategy

30. While the SEP is designed for targeted stakeholders to inform the development of the Concept Plan, the Communication and Branding Strategy aims at informing the general public, raising awareness about spatial planning and strengthening the visibility of SUDA and NSDC. The Strategy will be validated by SUDA, and it will be implemented during all the duration of the assignment. The Consultant may recruit a sub-consultant to prepare communication materials²² and to deliver the outreach plan. Eventually, the content of the Concept Plan will be reflected in simple language and supported by understandable drawing and maps, and shared in appropriate channels.
31. To enhance transparent communication and engage communities effectively, it is recommended to create a dedicated, straightforward webpage for the project. This platform should facilitate stakeholder engagement, and promote awareness-building initiatives. Methodologies and initiatives to consider public ideas (“call for ideas”, open box, etc.) will be proposed.

5. Inception Report Workshop

32. During the preparatory phase for the inception report workshop, the consultant will work with the Spatial and Urban Development Agency and relevant authorities to determine:
 - The status of key socio-economic development situation;
 - Status of existing spatial plans;
 - Initial overview of sectoral plans/strategies;
 - Land cover status and available data;
 - Stakeholder participation and consultation strategies.
33. The inception report workshop provides the opportunity to perform the following actions:
 - Reconfirm the methodology and workplan of the NSDC, incl. data collection/survey program;
 - Present the SEA methodology;
 - Present the land cover assessment;
 - Present the SEP and the Communication and Branding Strategy;
 - Engage additional consultation with the main stakeholders and partners. In particular, the Consultant will brief the working group and propose a capacity development activity to prepare for the Research phase.
34. Any required changes to the outline scoping of the proposed works shall be discussed with SUDA as a top priority. Any revisions to the assignment schedule if required, within the overall assignment period, changes to personnel inputs if any, problems encountered and suggested remedies, and other initial matters as appropriate shall be addressed at the inception stage.

²² At the minimum, the communication activities should encompass: the preparation of a graphic and style guide, a logo, infographics, animated presentations for promotion and media placement, a social media page, banners and brochure. In addition, a Strategic communication Action Plan should be delivered to SUDA to guide the agency on continuous communication, after the Concept Plan is finalized and approved.

²³ <https://livingatlas.arcgis.com/landcoverexplorer/#mapCenter=44.54532%2C41.92802%2C11.505863209850274&mode=step&timeExtent=2017%2C2023&year=2023>

6. Analysis and classification of identified gaps in land cover

35. The consultant will collect available layers from other Agencies and conduct a gap analysis to further understand the quality of existing land cover layers and to analyze whether it is appropriate for SUDA's work. The Consultant will look at (i) availability and procedures to access information (e.g., multi-temporal, satellite-derived data or other thematic raster data, socioeconomic data from the census, specific data from other Agencies, etc.); (ii) the land classification system, in particular the main categories of the Code (*article 16 of the Code*) and the CORINE land cover system²⁴ used by the National Agency for Sustainable Land Management and Land Use Monitoring (See **Annex 7**); (iii) the data architecture and organization, and which database would be more useful for SUDA; (iv) available tools and techniques related to the use and analysis of geospatial data (remote sensing, monitoring networks, Geographic Information System GIS, etc.) within SUDA and other Agencies. The gap analysis will highlight the required improvements in data accessibility, land cover classification, database organization, land cover use and techniques enhancement.
36. Based on available data, the consultant will compile layers and associate it with a GIS including other information such as regional/municipal boundaries. The scale of the maps should be 1:50 000, large enough to provide detailed information and be suited for regional assessment, statistics and subsequent planning. To the extent possible and as an initial baseline for the NSDC, the consultant will undertake the spatial categorization of land, based on the existing Land cover classification (See **Annex 7**) applied to levels 1 and 2.
37. Then the consultant will produce Land cover maps for 2014 and 2024, years related to population Census. The land cover map will be based on satellite images to cover the entire country. They will use the category I and II of Corinne Land cover, with possible adaptation to the specificity of Georgia. As far as needed, the two maps will use the existing Land cover maps of the different parts and dates produced by different national agencies.

7. Land cover assessment

38. SUDA is still lacking a completed and coherent national land cover as an essential tool for decision-making in land management and for development planning. There are scattered landcover layers in public technical Agencies and some initiatives led by specialized Agencies. Therefore, the Consultant will assess the situation and stakeholders involved. In particular, they will study the on-going work of (i) the NAPR setting up a Geoportal and custodian of the NSDI, (ii) the national Agency for Sustainable Land Management and Land Use Monitoring currently working on a first national landcover, and (iii) open sources information²³. The assessment will provide SUDA with an initial understanding of the status of land cover data and be the basis for the subsequent gap analysis and to produce two land cover maps, 2014 and 2024.

8. Assessment of the State of Environment

39. **SEA related procedures** will be undertaken in parallel of the Research phase and start as early as possible. It will determine which data and studies are required and what is missing and cannot pragmatically be collected. It will identify key issues and alternative. The SEA will play a role of 'audit' of the vision and strategy and guide the process of selecting the most viable alternatives. It will assess the State of Environment to be released in 2026 by the Ministry of Environment as a key document to address the SEA.

9. Analysis of gaps in the spatial dimension of sectoral strategies and visualization of perspectives beyond 'Vision 2036' towards 2050

40. The Consultant will "spatialize" Vision 2036 and sectoral strategies. This work will consider the various sectoral strategies, with a priority given to Energy, Transport, Logistics and Special Economic Zones, Tourism, Infrastructure (roads, water supply, waste), Agriculture, Climate, Environmental protection (water resources, coast, forest, protected areas), Culture (both existing assets²⁵ and possible large events), Sport (organization of large events and competition). Some sectors have already adopted a spatial approach, but some others have not and will need additional consultations²⁶. Sectors such as Defense, Foreign trade, Mining and minerals, Digital technologies, Mountainous settlements, Healthcare, Education, Migration will also be mapped and visualized. More importantly, this visualization and recommendations work will focus on conflict of use, overlaps, gaps and inter-sectoral aspects. It will be the opportunity to engage with key stakeholders and show them the value of planning for their work. It will also support the preparation of the national and regional spatial analysis.

10. National and regional spatial and socio-economic analysis

41. A comprehensive **spatial and socio-economic analysis at national and regional scale** (incl. Autonomous republics and Tskhinvali region) will provide the scientific basis for decision making. The consultant will pursue data collection and consultations (interviews with key stakeholders, field research (field visits will be agreed upon with relevant state representatives and involve local knowledgeable authorities and experts.) collection of empirical experience and technical knowledge from residents and experts, etc.). The diagnosis will cover a variety of aspects²⁷ related to Environment and natural resources, Climate data risks and exposure to climate hazards²⁸, Human development (social inclusion, prosperity), Security and civil protection, Demographics, urban structure and spatial dynamics, Productive system (economic activities, transportation networks, infrastructure), Maritime space, Regional integration, the case of Abkhazia and the Tskhinvali region. A set of maps will support the diagnosis and help identify the country's and regions' main constraints and opportunities, conflicting targets and the development perspectives. Maps, diagrams and data visualisations will be circulated for discussion to the relevant stakeholders.

²⁵ <https://memkvidreoba.gov.ge/>

²⁶ For instance, the Tourism administration is using a product approach and not a destination approach. Maps of hiking trails or wine routes are yet to be developed.

²⁷ *Natural capital* [physical environment; natural resources (water, biodiversity and ecosystems, mining, forestry); protected areas (reserve, landscape, world heritage and cultural assets); transition to a green economy] / *Human capital* [access to basic services (health, education, water supply and sanitation, solid waste, electricity. etc.), qualification, jobs, poverty, occupational training, digital, university centres; housing] / *Spatial dynamics* [demography (population by age and by sex, active population, migration, Internally Displaced People), spatial dynamics (Tbilisi, urban agglomerations and metropolitan areas, productive spaces, rural areas, mountain areas, coast, border areas); tourism dynamics (historical-cultural heritage, resorts areas)] / *Economic capital* [economic sectors; support to production (access to land, transport connectivity infrastructure), telecommunication and digitalisation, logistics, energy] / *Maritime space*: Black Sea port capacities and possibly ferry links, transition to a sustainable blue economy, protection of the marine environment and reduction of marine litter, fisheries, links with Black Sea economic space / *Regional*: South Caucasus and Black Sea regional dynamics, transit and hub function between Asia and Europe, EU integration perspective, infrastructure, bilateral cross-border initiatives / *Occupied territories*: possible return of IDPs in Abkhazia and Tskhinvali region, administrative lines, possible deoccupation process and integration of the territories into the unified system of national development

²⁸ The National Environmental Agency is completing the mapping of 7 identified hazards in all Georgia, with the support of UNDP and the GEF. These maps should be primary entry points for the analysis.

42. The **national spatial analysis** will highlight current situation, trends, variables and challenges. It will (i) examine the Georgian territory and its regional connections; (ii) migration and urban growth pattern, past development trends; (iii) development driving force and considerations for economic strengthening, potentials and future prospects; (iv) territorial inequalities, poverty and economic integration of the most vulnerable population; (v) urban system and capacity, infrastructure, and housing gap; (vi) rural development and urban–rural linkages; (vii) role of transport, connectivity and logistics; (viii) opportunities for tourism development and cultural heritage; (ix) green and blue corridors, challenges in natural resources, environmental fragility and protection, vulnerability to climate change and opportunities for mitigation, adaptation and resilience; (x) measures that build urban resilience (incl. nature-based solutions) and balance the need for environmental constraints and sustainable growth; (xi) key relevant policies, regulation, and institutional setting, and catalytic interventions capitalizing on the country's advantages.

43. **Regional Development Vision** *including regional units and autonomous republics.* **The term is not defined by the Code, will be prepared providing an interpretation and detailed analysis of the regions, proposing a specific vision. The consultant will be required to analyze and present:*

- Presentation of biogeographic (coastal zone, watersheds, major river basins, highland regions, etc.) and historical province profiles, with recommendations for changes to the administrative boundaries of the Parties, if necessary.
- Factors that determine competitiveness, environmental sustainability and social development indicators, including the further modernization of agricultural and forestry production;
- Key development drivers, assumptions, growth trends and forecasts;
- Assessment of urban and economic sectors in terms of infrastructure needs;
- Local culture, tourism potential, local production, specific know-how and territorial assets;
- Natural resources, geo-hazards and climate risks. In the case of the southern border regions, especially Samtskhe-Javakheti and Marneuli territories, special attention will be paid to reintegration (due to their current isolated situation and the presence of a large number of vulnerable populations).

The consultant will prepare **a study of agglomerations**, analyze the urban system, large cities and urban clusters. It is recommended to use the FUA-Functional Urban Areas methodology.

44. Given the ongoing development of airports in the country (new airport to be built in Tbilisi in Vaziani, new airports or extensions planned in Telavi and Mestia, development of helicopter landing pads all over the country), with strong involvement from the Georgian Civil Aviation Agency, the consultant should provide recommendations and considerations regarding **Georgia's airways**, its potential, and risks that could affect the spatial development of the country. It can also have zoning implications for settlements and the hospitality sector.

11. Spatial planning system analysis

45. The consultant will develop a legal, institutional and policy analysis of the Georgian spatial planning system. This analysis will form the basis for the formulation of recommendations (Stage 3) and will consider:

-
- Institutional, capacity, legal, and regulatory framework.
 - Financing arrangements and fiscal system.
 - Main measures and instruments for planning (plans, visions, strategies, permit, zoning, institutional and participatory mechanisms, articulated into different scales or topics). It will also identify the planning conditions of urban agglomerations.
 - Governance and territorial administrative arrangements, cooperation between actors and effectiveness in terms of spatial planning and execution of urban plans. The specificities of the Autonomous Republic of Adjara will be studied given its special institutional nature.
 - Key stakeholders and institutions in charge of approving, implementing, updating, and regulating key planning documents, relationship with other major planning system (e.g. agriculture, infrastructure, climate and disaster risk management, heritage, housing).
 - Information gaps, spatial data management and monitoring system (collection, storage, use, access, publication, transparency).

The Capacity Development program which was launched by the Spatial and Urban Development Agency (2025)²⁹ Develop recommendations for institutional strengthening, implementing changes if necessary, which should include justification based on best international experience. The goal of the recommendations is to propose a model(s) that will maximize the achievement of the goals set by spatial and urban development plans.

12. Spatial SWOT analysis and prognosis

46. The Consultant will develop a strengths, weaknesses, opportunities and threats (S.W.O.T.) analysis for the national territory and regions. The Consultant can also suggest other analytical methods and tools, if considered appropriate. It will help identify the main enabling and constraining factors, potential areas for intervention, and enhance the Vision 2036.

47. The spatial SWOT analysis will be tabled for discussion with relevant stakeholders, as per the SEP guidance and will be refined according to the feedback. The results (to go / can go / no go areas) will be used to develop the strategic development scenarios. The SWOT will be spatially translated into maps that will facilitate trade-off analysis, such as:

- *Constraint map(s)* to depict what limits development dynamics in different areas of the country (e.g., land use, high climate vulnerability, infrastructure constraints, lack of services) and shows the critical features that require prioritized intervention.
- *Suitability map(s)* to identify the suitable areas for development, excluding areas that require conservation and protection (agricultural land, wetlands, natural reserved areas, water bodies, and their buffer zones) and areas that are not threatened by natural hazards or human issues.
- *Opportunity map(s)*, to identify “hot-spots” and “spatial talents”, or priority areas that deserve further attention.

²⁹ The Professional Capacity Development Program aims to strengthen the development strategies and plans of the Spatial and Urban Development Agency through strengthening spatial and urban planning capacities and mechanisms, based on international standards and European practices. With strengthened capacities and the strengthening of the urban planning function, planning outcomes and spatial data knowledge should be increasingly integrated into policy development and development processes and become a tool for vision and implementation. The program has 3 main components: (i) improving technical skills in urban planning and the development of master and local plans; (ii) strengthening the urban planning function through the development of effective organizational structures and partnerships; (iii) creating a system of harmonized analysis frameworks and updating urban planning tools

The development prognosis will be developed based on analysis of the baseline data, current threats and trends and show the development perspective for 2050 in case no innovative interventions and sustainable spatial responses are established.

13. Research Workshop

48. The Research Workshop concludes the assessment phase and must be planned and executed in a transparent and participatory manner. The key subjects to be addressed and taken forward include:

- The main findings from the spatial analysis, regional profiles and sectoral 'visualization',
- Spatial planning system analysis,
- Spatial SWOT (or similar assessment) with maps,
- Comparative land cover maps 2014 and 2024
- Initial ideas and proposals for the Vision phase.

The Draft Research Report and draft GIS should be submitted before the workshop and its revision will reflect the discussions held, and the outcomes achieved.

14. Final research Report

49. Content of the final report (See, D3-paragraphs 85).

Stage 2 - Vision, Strategy and Viability

15. Vision and Scenario planning

50. The **vision** is a strategic narrative that integrates all national policies and initiatives with a territorial dimension. It comprises a clear vision statement, as well as defined goals, objectives, and enabling mechanisms. Given the NSDC horizon, the visioning stage will examine various strategic scenarios for 2050 (status quo, "as per Vision 2036", enhanced Vision 2036, or any other scenario deemed relevant by the Consultant). In line with national strategies, it will consider economic priorities and investments in a) export-oriented manufacturing; b) international trade and logistics along transport corridors; c) cultural, resort and recreational tourism; d) service sector expansion; and e) increased agricultural output; and it will add the necessary climate, environmental and social considerations. Economic assessment and viability will be duly considered to propose realistic scenarios.

51. The **scenarios** comprise a trend-based ("business as usual") scenario, three alternative development scenarios, and a subsequent evaluation process to determine the preferred orientation toward the Reference Scenario (Concept Plan). Some scenarios for 2050 will also be discussed to determine projected development trends and scenarios at medium and long-term and assess the possible future spatial organization(s) of the country. This will help demonstrate the power of planning and visioning to selected stakeholders.

16. Vision and Scenario Workshops

52. The results of the facilitated strategic visioning and scenario workshops will consist of the NSDC Vision, its mission, strategic goals, and specific objectives. SUDA will validate the Vision. The whole process and the outcomes achieved will be documented and the Consultant will reflect them in the reports. It will be crucial to keep the ICSP well informed, and communication and public relations activities will be important at this stage of the project.

17. Spatial vision and selected strategies to validate with stakeholders

53. The formulation of a NSDC Vision and goals will rely on a consultation process and will reach a consensus. The Spatial 2050 Vision will be considered to confirm the future territorial direction and development scenario. The use of visual representation and maps as analytical and participatory tool is recommended at this stage.
54. The Consultant will select the most compatible strategies and formulate a concise spatial-statutory responses necessary to accomplish the NSDC Vision 2050. The strategy will build on and complement Georgia Vision 2036, and set out specific strategic development goals and objectives of the Concept Plan. It will be the basis for the identification of spatial strategies and policies and will lead to a series of results-oriented actions. The Vision and Strategy should bring spatial considerations to existing strategies and create the “connective tissue” and coherence within sector policies and investment strategies.

18. Final Vision report 2050 and Scenario and Strategy Report

55. Content of the Final reports (*See, D4 and D5-paragraphs 85*).

Stage 3 - Plan Concept

19. Conceptual framework with identification of strategic approaches

56. The Code specifies that “the Concept for Spatial Development Plan of Georgia shall include main goals and objectives for country’s spatial planning as well as the ways of pursuing and addressing them.” (art. 19., para 2). Therefore, this phase will provide a conceptual framework, explaining how to concretely achieve the Strategic development goals. The spatial and thematic planning policies will be addressed in one single document.
57. The consultant will identify the key barriers and challenges to achieve the Vision and strategic objectives and will also identify if the current plans, if left unchanged, can achieve the proposed goals. The incompatibilities between existing planning and policy frameworks, the market forces, social fabric, and institutional barriers to implement the Vision and the strategy will lead to the formulation of optimal planning and policy frameworks to achieve the Vision and strategic objectives. The framework will propose spatial strategies to achieve the planning orientations, together with spatial principles and link to policies. It will not provide details for all municipalities but rather contain a set of national objectives, key principles and priority areas for transformation, showing opportunity areas to guide intervention and investment over the coming years. Suitable maps, plans, diagrams, presentations, and other graphic approaches will be developed to facilitate the understanding of the proposed strategies.
58. The National planning framework will consider, among other:
 - Hierarchy of settlements and functional areas,
 - Reduction of inequalities and territorial unbalance in regions,
 - Green and blue corridors, to ensure appropriate interconnectivity and an optimum environmental space, and the role of nature to reach strategic development goals
 - Specific areas of interest/ of planning (e.g., areas of transformation, consolidation, extension, densification, regeneration, conservation),
 - Landscape planning for natural, rural, urban and peri-urban areas,
 - Proposals for integrated management (e.g., coastal area, clusters, economic areas, etc.),
 - Adaptation actions to respond to vulnerabilities and risks,

- Strategies for economic development,
- Cross-border areas of cooperation and service development,
- Areas of intangible cultural heritage practices,
- Alignment with SDGs.

20. Long-term and cross-cutting sectoral responses

59. In line with the National planning framework and to provide a more forward-looking perspective, three analyses will be undertaken with a 2050 horizon, for topics that need a longer-term view, are multi-sectoral and/or missing in existing strategies.

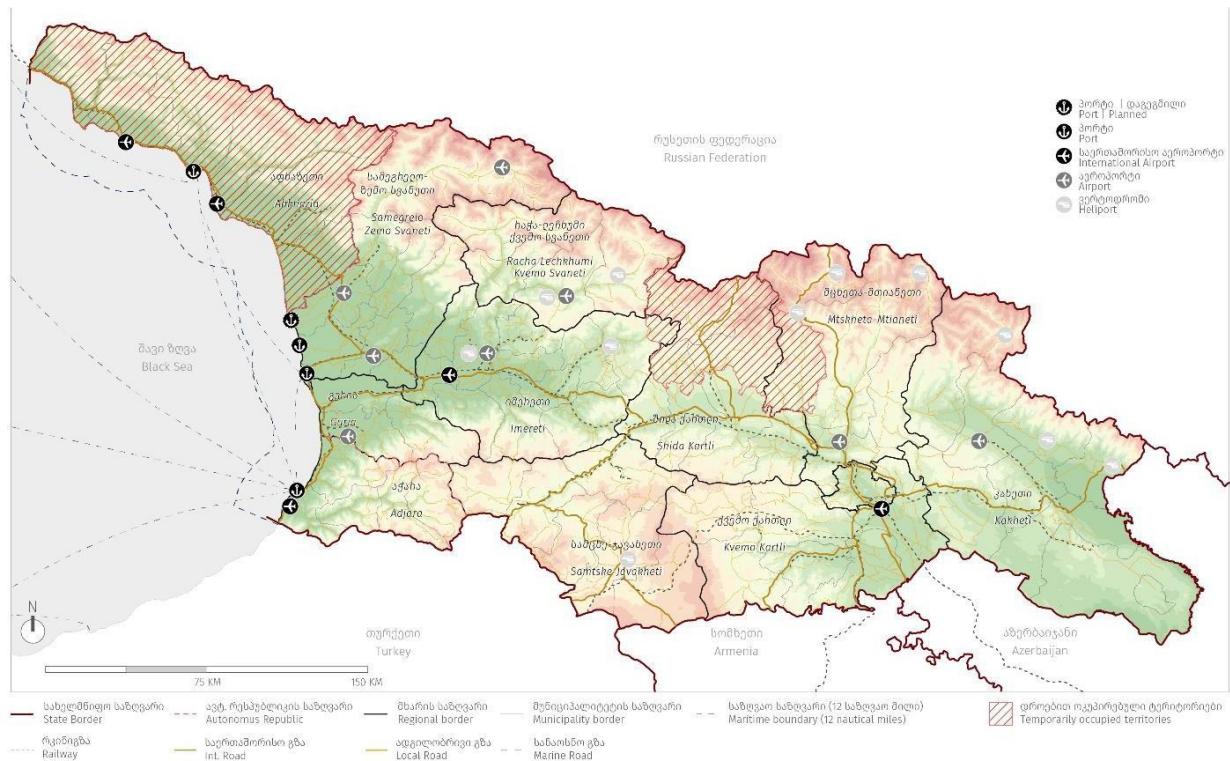


Illustration 2 Infrastructure Network of Georgia Scheme

- *Connectivity agenda / Middle Corridor.* What is the spatial redevelopment related to the positioning of Georgia as a platform for Euro-Asian trade, service, logistic and transport (incl. port development);

each region and will collectively reflect and support the needs and aspirations of the people and business community.

The planning horizon of the visions will be 2050 and will comprise two main aspects:

- (i) a planning framework, including spatial principles, objectives, and actions that can be used by municipalities in preparing their spatial plans; and
- (ii) a policy framework, including policies, priorities, and institutional settings, broken down into objectives and actions.

(iii) This will be complemented by conceptual maps. The schemes will help promote the potential of Georgian regions in a sustainable manner and serve as the foundation for future municipal and multi-municipal spatial development plans. Particular attention should be given to natural and cultural landscape planning, protected areas planning, and integrated coastal and watershed planning.

61. The Consultant will use the opportunity of the **RDVs** to identify '**Spatial talents**', understood as under-utilized areas that need planning or dedicated approach to make them thrive. These are potential assets for economic development such as urban agglomerations, brownfields reclamation opportunities (particularly in post-industrial areas, e.g. Rustavi, Chiatura, Samtredia), special economic zones, (re)develop and (re)label touristic destinations, uplifting / stabilizing food-processing and agribusiness potential, areas for logistic centers creation, etc.
62. The Consultant will also use a longer horizon (2050 and beyond) for a more visionary regional analysis (i.e. not following the current administrative regional borders). Rethinking and reexploring regions requires an interpretative approach that considers both territorial and functional aspects while respecting the identity and sense of belonging of local communities to their geographical location.

22. Strategic Environmental Assessment Scoping

63. The Strategic Environmental Assessment will be based on regulations, existing studies, public hearings and consultations and will be prepared in accordance with the Environmental Assessment Code. The scoping statement and draft concept for the Strategic Environmental Assessment will be publicly published and submitted to the MEPA and MoH. Delivery and Reform Guide (including land cover analysis methodology), as well as a monitoring and evaluation system for the implementation of the NSDC.

23. Concept Workshop

64. The Concept Plan Workshop is the key milestone towards the finalization of the NSDC. The key subjects to be addressed and taken forward include:
 - Presentation of the Conceptual framework with all strategic approaches responding to the Vision and Strategy
 - Presentation of RDVs interpretation of regions in the long term and 2050 cross-cutting analysis. SEA Scoping report
 - Delivery and Reform Roadmap
 - Public Investment Platform.
66. The Draft Concept Plan should be submitted before the workshop and its revision will reflect the discussions held, and the outcomes achieved. The revised Concept Plan will be agreed by SUDA and ICSP and approved by the Government of Georgia. It will incorporate public hearings and MEPA and MoH conclusions on SEA, which will be mandatory for approval implementation.

67. Finally, the Concept Plan will be turned into a booklet/ knowledge product, to be used for large dissemination.

24. Concept Plan for official approval and Presentation Event

68. Content of the Final report (*See D6-paragraphs 85*). The consultant is required to organize a concluding event to showcase the project's outcomes and key findings to a broad audience.

25. Communication Material on the Final Concept Plan

69. The booklet / knowledge product will be submitted by the Consultant at the end of the project. It will serve as a concise summary of the entire project, translated into easily understandable language in both English and Georgian, and complemented by graphics and simplified vocabulary. It will include guidance on how to use the document, as well as a glossary provided as an annex. The aim is to ensure that all key stakeholders can clearly comprehend the document. This brochure will also function as a valuable tool for media and communication specialists to use as needed.

Output 2– Public Investment Platform

70. Together with the future NSDP, a corresponding National public capital Investment Plan will be established with a long-term horizon. The purpose of the Public Investment Platform is to prepare for this work, and to take the opportunity of the NSDC to prepare a baseline and first recommendations, so as to be ready and operational when the long-term and strategic prioritization will start. It shall also further encourage integrated approach and cross-sectoral dialogue between stakeholders. The baseline, recommendations and Public Investment Platform will be represented together with the Draft Concept Plan.

26. Delivery and Reform Guide (including land cover analysis methodology), as well as a monitoring and evaluation system for the implementation of the NSDC.

71. The Delivery and Reform Roadmap will be an important tool for implementing NSDC. The Consultants will document issues that will impact on the successful execution of the NSDC and highlight possible incompatibilities with legal requirements, or missing policy and institutional aspects, and focus on the key government organizations, with particular reference to the proposed conceptual framework. Considering all factors influencing the NSDC implementation, including Georgia's economic situation, development priorities and available public funding, the Consultant shall recommend suitable implementation arrangements. As part of the process, a dedicated workshop will be held.

72. The Delivery and Reform Roadmap will therefore describe the required steps (i) to implement and monitor NSDC; (ii) to develop a full scale NSDP; and (iii) to improve the legal, institutional, capacity and policy spatial planning environment in Georgia. The roadmap will make recommendations towards a broader package of planning reforms, for a more inclusive and collaborative planning system, stronger decision making and delivering high quality development. The roadmap will be broken down in time sequences of short-, medium-, and long-term objectives and actions, with grounded recommendations to SUDA; it could also constitute the basis for future technical assistance supported by international donor.

73. The Delivery Roadmap will be actively monitored, progressed and updated over the lifetime of NSDC, meaning that it will evolve and can adapt to changing circumstances. The Consultant will propose a methodology and approach to implement further monitoring process.

74. The roadmap shall consider the following aspects:

- A. Recommendations on **national and sub-national legal and regulatory framework**. The reforms and governance restructuring should be considered necessary, not only for the implementation of the NSDC and future NSDP, but also for the improvement of the regional and urban planning context in Georgia in general (e.g., harmonization with the EU Cohesion policy).
- B. **Institutional system**, as a prerequisite of the effective achievement of the Plan. Recommendations for organizations and institutions responsible for spatial planning and socio-economic policy shall be described, and how to maximize the involvement of key stakeholders such as communities, municipalities, private sector, nongovernment organizations, and local institutions. Particular attention will be paid to the multilevel coordination (national / regional / local, as well as functional area coordination).
- C. **Policy harmonization and integration** with other plans, policies and programs. The effective governance and management instruments for reaching

the synergies between spatial planning and other integrated planning instruments should be explored. The Consultant will provide recommendations on synergies and progressive harmonization between the sectoral development strategies and the NSDC (and future NSDP) and will devise a methodology to deal with future conflicting spatial targets.

- D. **Plans and Strategies at regional, functional and city level.** The actions of regional and local authorities will be key and NSDC determinations will guide lower-tier planning instruments, whether spatial or urban development plans. The Consultant will therefore prepare a framework for planning at regional, metropolitan and municipal levels considering the NSDC and RDVs directions. Such framework can then be updated for the future NSDP dispositions.
- E. **Financial implementation instruments.** The Consultant will examine various financial and investment instruments, such as 'classic' financing instruments (operational mechanisms to finance development), 'special' instruments (dedicated financing windows for spatial planning implementation), incentives (e.g., mechanisms to increase economic attractiveness of specific areas, to revitalize post-industrial areas or environmentally threatened areas, etc.) that would contribute to the NSDC/ NSDP implementation. This will be closely linked with the set-up of the Public Investment Platform.
- F. **Capacity development** for planning and management. The Consultant will work closely with the Capacity Development program team, and as needed, will complement the recommendations. In particular, the NSDC Consultant will provide longer-term components to cater for a medium and long-term perspective in view of NSDP preparation and implementation.
- G. **Monitoring system.** The Consultant will develop a Monitoring and Evaluation Framework (MEF) with indicators linked to the goals, in order to monitor the overall progress of the Plan. The MEF will establish a baseline and precise a timeframe to monitor the achievement of measurable indicators throughout the implementation process. References and linkages with SDGs indicators are encouraged. The Consultant will provide suggestions on the creation of regular data collection and dashboard processes at national and regional planning scales.
- H. **Digital transformation of the planning system.** In close coordination with the Capacity Development Program outputs, the Consultant will document procedures and methods for recording, updating and processing geoinformation (incl. real-time open data) as a basis for planning information systems. A data-driven policy making, and the use of digital platform(s) will be at the core of the future NSDP and to deliver strategic and national outcomes.
- I. **Supporting measures** such as continuous communication activities to the wider public and awareness raising to all stakeholders, following on from the NSDC Communication and Branding strategy. A Strategic communication Action Plan will be developed to this effect.
- J. **Land use and land cover methodology and next steps.** The consultant will propose ways to optimize the existing set-up, advise on technologies and processes to further work on land cover in the coming years. Based on best practices, the Consultant will describe a methodology and recommendations for the next steps to fill the gaps, complete the land cover and use it. Eventually, the future NSDP would be developed based on a comprehensive, accessible national land cover designed in an open platform architecture allowing flexibility for sustained implementation by the end-user.

27. Investment baseline and recommendations for catalytic projects

- 75. The consultant will collect and compile all existing sectoral Priority Investment Plans (PIPs) from key line ministries. The Consultant will identify all existing and planned public and private strategic projects of *national* and *regional* importance to establish a baseline (2025) and a multi-sectoral representation of major capital investments

(2030), as aligned with Vision 2036. The compilation of sectoral PIPs will require a good understanding of priorities and will help prepare the spatial strategies and RDVs. The consultant will create a format that gives an overview of the different projects/ programs by sector and location and will map and visualize them.

76. The Consultant will identify important gaps and propose investment recommendations, based on the SWOT maps and the regional conceptual maps, as the foundation for showing eligible locations for opportunity areas, and the planning and policy frameworks for investment incentives. The investment recommendations would consist of catalytic projects, initiatives or implementation mechanisms that address specific *spatial* development needs as per the conceptual framework and strategic priorities and contribute to achieving the overarching goals of Vision 2036.

28. Investment platform design (format, criteria)

77. The consultant will (i) develop a methodology to engage in a comprehensive and ambitious long-term National Public Investment Plan, (ii) prepare the specifications to design a simple digital platform that will be integrated into the SUDA webpage, and select relevant criteria and indicators to help prioritize and rank future investment packages. Overall, the Public Investment Platform should be designed to encourage cross-sectoral work and policy harmonization, and to identify investments necessary to achieve national and regional development objectives. The Consultant will work closely and iteratively with the Ministry of Finance (MoF), MRD, MoI, MoESD, and their respective departments and agencies to design it. It will also require consultation to select prioritization criteria (e.g., PIM guidelines of MoF, alignment with EU standards and frameworks, alignment with NSDC/NSDP, social and environmental impacts, contribution to climate change mitigation/adaptation, available public funding, and potential to attract private sector investment or FDIs, etc.).

Additionally, Things to consider Factors

78. The Consultant will transfer technical knowledge and know-how through knowledge sharing and other forms of **capacity development** during the preparation of the NSDC. It is expected that at key milestone workshops (kick off, inception, research, vision and concept), dedicated capacity development activities will be organized for the benefit of SUDA staff (Prompting learning by doing) and other national and local counterparts to explain the methodology, the scientific and technical tools. Best practices, European examples, practical insights, etc. should help decision-makers better understand the process and prepare for implementation. Overall, a strong pedagogical approach will be needed with institutional stakeholders to ensure their engagement and ownership of the process. A report will document the accomplishment of such activities, including all training materials and sources.
79. At each stage, maps will be used as an analytical and reporting tool. All relevant data, information analysis, and findings will be incorporated in the NSDC GIS. The Municipal Services Development Agency (MSDA) services will be used to deploy the NSDC results. The consultant is required to propose a simple and accessible digital format within the MSDA website to reflect the NSDC work and to allow easy updating.
80. Considering that the NSDC may be followed by the NSDP, the consultant team should prepare content for the Terms of Reference for the NSDP.
81. If additional surveys are required, the consultant team shall be responsible for

conducting and delivering them.

82. The consultants are encouraged to consider using AI tools for the assignment when relevant. AI tools in spatial planning can leverage predictive analytics (e.g., forecasting population growth or traffic patterns using machine learning models), real-time data processing (e.g., monitoring air quality or urban mobility via IoT sensors), and stakeholder engagement (e.g., using AI-driven platforms to analyze public feedback from social media or surveys).

E. Deliverables

83. The Consultant shall submit to SUDA the following key project deliverables. All reports shall be carried out in full consultation with relevant parties and stakeholders.

Table 2 - Key Materials to be submitted and Payment Milestones

Deliverable	Expected Submission Date (from mobilization date)	Payment milestones *
• D1 – Inception Report	Month 1	10%
• D2 – Land Cover Analysis (2014–2024 Comparison)	Month 4	10%
• D3 – Research Report	Month 7	10%
• D4 – Vision Report 2050	Month 8	10%
• D5 – Scenario and Strategy Report	Month 14	20%
• D6 – Final Concept Plan with Investment Plan	Month 17	20%
• D7 – Institutional and Implementation Tools Report	Month 19	10%
• D8 – Communication Material on the Final Concept Plan	Month 20	10%
• *MR- Monthly progress report and presentations		

**The final schedule of payments will be agreed during contract negotiations, considering whether the Consultant intends to receive advance payment or not.*

84. All reports must be delivered in both Georgian and English. In case of discrepancy between the documents, the Georgian version prevails. The consultant should outline in its offer the approach to ensure the documents are clear and easy to understand.
85. All deliverables will systematically report on **stakeholder consultation and engagement activities**. They will also systematically include an Executive Summary for decision-makers. Between all draft reports, the consultant will also provide a short explanatory document, with the track changed file. This document will highlight changes and differences between the reports. Reports should not exceed 50 pages and annexes should be used for supplementary data, maps, data, detailed analysis, presentations, guidelines, etc. The expected deliverables are as follows with the following content:

D1- Inception Report

- NSDC Updated Workplan and Methodology
- Methodology for Developing a Public Investment Platform
- Stakeholder Mapping and Engagement Plan (SEP)
- Communication and Branding Strategy Action Plan
- Gap Analysis and Data Collection Program

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- Land Cover Assessment
 - Socio-Economic Situation Assessment
 - Initial Assessment of Plans and Sectors;
 - Proposed Work Scope in Determining Necessary Changes, if any
 - Required Changes to the Outline Scoping of Proposed Works, if any
 - Determining/Adjusting the content of Reports; Draft Reportstructure/content to be Presented.
 - Defining the specifications of the digital investments' platform.

D2- Land Cover Analysis (2014-2024 Comparison)

- Analysis of the existing land cover maps (classification, methodology, gaps...) and the other existing maps at the country level
- Preparing 2 land cover maps (categories 1 and 2 of Corinne Land cover), adapted to the specificities of Georgia), based on satellite images, 10 years difference, preferably the same years of the population census of Georgia. The maps will cover the entire country
- Compare the two maps for each classification
- Develop analysis on the spatial change during the period

D3- Research report

- Executive summary;
- Analysis of the spatial planning system;
- Analysis of relevant data on policies, plans, strategies, as well as natural-cultural, social and economic actual conditions;
- Gap Analysis in the spatial dimension of sectoral strategies and visualization of perspectives beyond 'Vision 2036' towards 2050.
- Relevant studies and analysis of issues defined in Article 16;
- Spatial SWOT analysis and development prognosis
- National and regional spatial and socio-economic analysis.
- Land cover maps 2014 and 2024 with layers, database, classification, comparison analysis and methodology for updating and use; (paragraphs 32)
- Documents related to the SEA defined by the Code;
- Updated version of the stakeholder engagement plan; with documentation of activities carried out.

D4- Vision Report 2050

- The Vision will take into consideration the existing national policies and tools that have an effect on spatial planning
- The Vision will have the following:
 - A short statement (one or two paragraph) that summarize the Vision
 - Several goals or pillars that will give answers to the main challenges identified in the diagnosis
 - Each goal will be populated with several objectives
 - Main enablers will complete the Vision
- The draft Vision will be discussed with the main stakeholders.
- The Vision will serve as the main driver to define alternative scenarios.
- The Vision will also be the reference for the evaluation of the scenarios.

D5- Scenarios and Strategy Report

- Executive summary;
- Strategic scenarios along with economic assessment;
- Analysis of the development trends and scenarios predicted in the medium and long term and the possible future spatial organization(s) of the country;
- Vision, strategy and viability, with the definition of specific goals and objectives;
- Summary of activities related to stakeholder engagement.

D6- Final Concept Plan and Investment Plan

-
- Executive summary;
 - A conceptual framework relevant to the issues identified in Article 16;
 - Detailed spatial strategies and priority areas for interventions;
 - Regional development Visions-RDVs
 - Three long-term analyses; (Connectivity Agenda /Middle Corridor/, Natural Resources, Climate and Energy, Urbanization) Scoping of SEA
 - Delivery and Reform roadmap;
 - NSDC GIS with database.
 - Booklet / knowledge product.
 - Digital component to publish results and maps in MSDA website.
 - Summary of communication and branding activities and all related deliverables;
 - Public Investment Platform - includes an executive summary, a 2025 baseline, investment visualization and recommendations for 2030, a methodology for the long-term national public capital investment plan with prioritization criteria, and a presentation of the specifications of the future digital platform, with a demonstration of the site in test mode.

D7 Institutional and Implementation Tools Report

- Analysis of the current legislative and institutional system of spatial planning
- Analysis of the implementation tools for spatial planning
- Gap analysis in regards to the practices
- Recommendations for possible reforms

D8- Communication Materials for the Final Concept Plan

- **The booklet / Knowledge product** - The Consultant will submit at the end of the project, It will serve as a concise summary of the entire project translated into easily understandable language, both in English and Georgian, complemented by graphics and simplified vocabulary, with how to use the document and glossary chapters as an annex. It aims to ensure that all key stakeholders can comprehend the document clearly.
This brochure will also function as a valuable tool for media and communication specialists to utilize as needed.
- **Training Report** - All training materials and capacity building documents used during the phased workshops, including best practices and reference data. Presentation materials should be in a single format (template) and accompanied by a user guide.
- **Public Investment Digital Platform Design**
 - I. **MR- Monthly Reports.** Monthly Reports. The Consultant will submit every month a brief report (2p.) highlighting key progresses and main issues to be addressed. The report will be shared with SUDA and will be used for project management purposes.
The consultant shall deliver **monthly** presentations on ongoing processes and provide the agency with updates on progress.
 - II. **Ad-hoc presentations to the ICSP.** Regular reporting (est. quarterly) will be organized to the ICSP. For these dedicated sessions with high-level decision-makers, the Consultant will be expected to deliver well crafted, visual, and synthetic presentations to convey strategic findings, keep the Commission informed and seek its feedback.

F. Qualification requirements and team composition

86. SUDA is looking for international companies as leading Consultants for the NSDC preparation.

87. The consultant firm shall demonstrate technical competence and geographical

experience based on project references:

- Significant international experience in national and regional planning projects of a similar scale and scope, with at least three such projects.
- Significant experience in similar large-scale strategic advisory services, with at least five projects for transportation, tourism, infrastructure, energy, urbanization, international trade, logistics, environmental protection, and cultural heritage preservation.
- Preferably, experience in spatial and urban planning for mountainous and coastal areas.
- Previous experience working in Georgia and with IFIs is an advantage.

CVs of Experts should be included in the submitted EOs.

88. SUDA will select and engage Consultants in accordance with ADB Procurement Policy and the Procurement Directive for ADB Borrowers.
89. The project team is expected to consist of 4 key international experts (23 person-months), 5 key local experts (62 person-months), 5 non-key international experts (17.0 person-months) and 19 non-key local experts (136 person-months), as summarized in Table 3.

Table 3 - Indicative Team Composition and Estimated Inputs

CORE TEAM – KEY EXPERTS				
#	International	PM	National	PM
1.	Regional Planner / Team Leader	10.0	Deputy team leader	20.0
2.	Demographer	3.0	Regional planner	20.0
3.	Logistics and Trade Specialist	2.0	Environment /natural resources specialist	6.0
4.	Planner and Local Development Specialist	8.0	Transport and connectivity specialist	6.0
5.			Urban planner	10.0
	Total	23.0		62.0
EXTENDED TEAM – NON-KEY EXPERTS				
1.	Spatial Data and Land Mapping Specialist	6.0	Cultural Heritage Specialist	3.0
2.	Regional Landscape Planner	3.0	Risk Reduction and Climate Planning Specialist	6.0
3.	Institutional specialist	2.5	Social development specialist	3.0
4.	Planning and Economic development specialist	3.0	Economist	6.0
5.	Environment expert (SEA)	2.5	Industrial Development Specialist	3.0
6.			Real Estate Development Specialist	3.0
7.			Rural / Agricultural Development Specialist	3.0
8.			Tourism Specialist	3.0
9.			Infrastructure Development Specialist	6.0
10.			Energy Specialist	3.0
11.			Institutional and capacity Development Specialist	6.0
12.			Legal expert	3.0
13.			Stakeholder Engagement Specialist	10.0
14.			Communication Specialist	3.0
15.			Geoinformation System specialist	20.0
16.			Geoinformation System Analytic specialist	20.0
17.			Project Director / Head Office Support	5.0
18.			Assistant project management	20.0
19.			Translator / Interpreter	10.0
	Total	17.0		136.0

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90. The international key experts shall spend the majority of their time in Georgia (At least 30% of their engagement; Therefore, Deputy team leader will spend 50% of the time in Georgia). Team members are expected to be travelling to regions for consultations. SUDA is looking for a dynamic and energetic team that is capable of bringing grounded and robust proposals to the GoG. Consultants are therefore encouraged to include individuals that will bring a high level of drive and enthusiasm to the project.
 91. The consultant is free to reallocate or readjust the expertise/month proposed according to the expected outputs of the study. Firms may also choose to present alternative staffing arrangements for non-key experts but are expected to justify any such proposals. The position-based TOR are detailed in **#Annex 8**.

G. Implemented measures and reporting

92. This assignment is intended to be undertaken in a participatory manner and as such the Consultant shall ensure regular liaison with all key stakeholders to ensure smooth implementation of the project. The Consultant will communicate on a regular basis with SUDA about the work schedule and keep stakeholders informed in advance of missions and field visits. The Consultants are also required to ensure full knowledge transfer and local project ownership.
93. **SUDA** will administer the project and supervise the implementation of the assignment. It is the primary route for all communication, reports, and project management aspects. The consultant will report to SUDA. A **Working Group** will be created in coordination with SUDA; it is composed of nominated representatives from key agencies of the ICSP. Its role will be to (i) perform technical follow-up; (ii) ensure coordination among key government agencies involved in the NSDC preparation; (iii) provide guidance and direction to SUDA; (iv) provide timely support on access to relevant data and stakeholders as necessary; and (v) review deliverables. The Concept Plan will be validated by SUDA and approved by the GoG. The precise details of the communication structure will be advised at the project inception stage.
94. As part of the review process, the Consultant shall submit reports following **Table 1** to SUDA and the Working group who will determine if all deliverables were provided as agreed and will review and discuss the quality of the outputs. As appropriate, the Consultant will be given a written list of deficiencies to be corrected together with the requested date for a revised submission. Detailed process should be carried out as follows:
- i. After the report submission, SUDA and working group will have 15 working days (WD).
 - ii. The Consultant will be given the opportunity to make corrections and will have 10 WD to review the draft commented reports and submit a revised version to SUDA.
95. All reports shall be written in Georgian and English and shall be provided in electronic form. The consulting firm shall provide five printed copies of each final report to SUDA. Electronic versions of the reports should be submitted in both Word and PDF formats. The consulting firm shall also provide SUDA with the final electronic version of all source files under self-explanatory file names and directory structure (including data collected, spreadsheets and models etc.). The detailed format requirements are provided in **Annex 2**
96. Meetings and Workshops: The consulting firm will organize and participate in meetings and workshops with SUDA and other stakeholder groups in order to foster quality spatial planning development and to develop local capacity. Workshops shall be held to ensure a consultative process and to present the results of major project

deliverables (i.e., inception, research, vision, concept plan). SUDA reserves the right to establish any other reporting mechanisms deemed necessary to ensure high quality is maintained and delivered at all times during the assignment (e.g., workshops with the ICSP upon the request of its members).

Annex #1. Vision 2030

See attached Document «Strategy 2030 ENG [Vision 2030](#)

Annex #2. Format Specifications

Art. 11 of the Code specifies: “Structure of spatial planning and urban development plans: the graphical part shall comply with cartographic norms and scales established by the Georgian legislation. “

On this basis Consultant should be guided by legal documents as follows

- Government Resolution No. 260 of June 3, 2019 “On the Rules of Spatial Planning and Urban Development Plans”.
- Order of the Minister of Environmental Protection and Natural Resources of Georgia No. 1, January 28, 2009 “Regarding the division of state topographic maps(plans) into sheets and approving the rules for their designations.”
- Presidential Decree No. 206, April 30, 1999, “On the System of State Geodesic Coordinates in Georgia”.

All reports and maps must be prepared in Georgian and English;

Reports must be submitted in both hard copy and electronic formats. Draft reports at each stage of the service must be submitted electronically, unless the Agency requests that each part of the report be submitted in hard copy. Final reports must be submitted in both formats.

- Printed version of the reports, 5 copies;
- Electronic files (PDF and MS Word) uploaded to an accessible server, which must also be saved on external memory cards - 5 pieces (USB), and
- Electronic version of the materials of the geoinformation system, on external memory cards - 5 pieces (USB)

The use of the file protection mechanism is not allowed without the client’s consent.

Large files can be submitted using a cloud-based database.

Any statistical and factual information presented in the documents must be accompanied by a full reference to the relevant official source, with a reference to the relevant links.

Likewise, documented interviews and meetings: in the form of minutes and photographs.

Additional instructions

The main information of the report should be presented in the textual and graphic sections (maps, plans and/or other cartographic material). In turn, the textual section may include illustrations (photos, graphs, small schematic drawings, etc.). Cover, illustrations and maps should be in colour. The established format of the paper text is A4. It is allowed to use tabs of A3 format (illustrations, schemes, maps).

The graphic section must have a stamp, which must indicate used symbols, details of the project, the name of the work and responsible for their implementation specialists.

The reports must be certified by specialists from the planning team (material document - personal signature, and electronic document - qualified electronic signature).

Non-cartographic diagrams of the graphic section may not meet the requirements set by the plans for the basic map but should provide sufficient information for reading them.

The following requirements must be considered when distributing information on the graphic section:

Taking into account the above, the report should include:

- Cover page - where the following will be indicated: document title, project title, name of the planned unit, date and location.
- Title page(s) - which will indicate the details of the contract and the stage of work within which the document was performed, details about the customer and contractor, a list of individuals who worked on the document, information about the state agency(ies), municipal authorities and/or interested parties.
- Summary - a brief description of the work performed and its connection to the current task, the action plan of the implementing person.
- Definition of terms (only terms different from the Code) and, if abbreviations are used, their explanation.
- Table of contents
- Main text - The main text should be executed with appropriate formatting and a standard structure.
- Materials used - bibliography and/or materials used in the text.
- Appendices - as needed, graphs, related documents/sources, or other materials that substantiate the main text.

Technical requirements related to the presentation of GIS materials

The composition of the maps in the graphic part of the report must comply with cartographic norms and the rules and scales established by Georgian legislation. Accordingly, the consultant should be guided by the following legal documents:

At all stages of the plan development, graphic material must be presented in electronic format (.pdf and/or .jpeg format) as a single album of maps, which will have an appropriate cover, title page and table of contents.

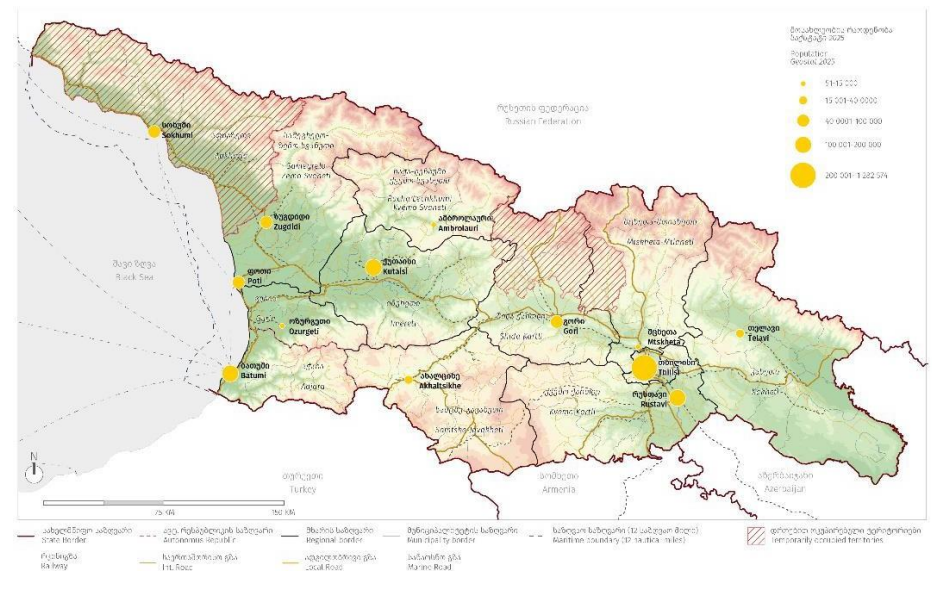
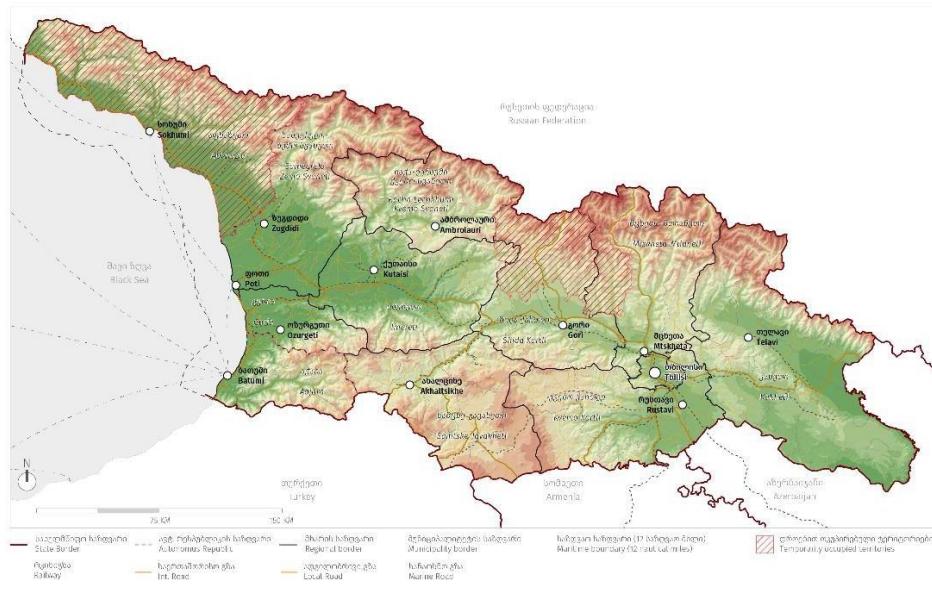
All maps of the graphic part must have a stamp, which must indicate: the name of the project, the names of the customer and the executing company with details; conventional designations used, text notes and explanations; name of the drawing; scale, format, number and total number of sheets; date of execution; heads of the executing company and responsible specialists.

With the following technical requirements should be used :

1. Geoinformation materials must be created and processed in ArcGIS Desktop (version 10.4 or later);
2. Vector material must be presented in the form of a unified geodatabase (.gdb format)
3. The entries in the functional zones file must be in accordance with the relevant legislation/resolution and, accordingly, with the plan regulations;
4. The names, field names and internal records of all submitted geoinformation materials (databases, projects, object classes) must be written in Latin script
5. Data processed at the concept stage must be submitted (except for that specified in paragraph 2) in the form of an additional shapefile (.shp format) as supporting data required for the Strategic Environmental Assessment (SEA) document;

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6. All map designs included in the graphic material must be submitted in .mxd/.mpk format;
 7. The processed data must be verified using the "topology" technology of geoinformation systems, with a permissible error margin of 0.025 m.;
 8. Raster material must be submitted in .ecw, .img, geotiff, jpeg and/or other formats;
 9. Data must be presented in the currently valid state coordinate system of Georgia WGS 84\UTM 38N;

Annex #3. Maps



Annex #4. List of approved and ongoing Spatial and Urban plans

- Spatial Development Plan-SDP
- General Plan-GP
- Development Plan-DP
- Detailed Development Plan-DDP (**Before 2019 GRG*)

Approved SDPs

No.	Administrative unit / area	Plan Type	Municipality	Approval Date
1	Kobuleti Municipality	SDP	Kobuleti	2016
2	Khelvachauri Municipality	SDP	Khelvachauri	2017
3	Akhmeta Municipality and 12 villages of Tusheti (Omalo, Dartlo, Parsma, Girevi, Dochu, Jvarboseli, Shenako, Diklo, Indurta, Etelta and Akhmeta Municipality settlements – Zemo Alvani and Kvemo Alvani)	SDP and GRGs	Akhmeta	2019
4	Ambrolauri Municipality and villages – Nikortsminda, Chrebalo, Ruli; Shaori Tourist and Recreational Complex	SDP and GRGs	Ambrolauri	2019
5	Khertvisi-Vardzia-Oloda	SDP and GRGs	–	2019
6	Gurjaani Municipality	SDP	Gurjaani	2024
7	Ateni Gorge, Spatial Development Plan for Ateni Gorge and Surrounding Areas	SDP	Gori	2025

Approved urban development plans:

No.	Administrative unit / area	Plan Type	Municipality	Approval Date
1	Batumi- <i>Ongoing</i>	<i>GP</i>	Khelvachauri	2009
2	City of Dusheti	<i>GP, DP</i>	Dusheti	2016

3	Kobuleti Municipality	GP	Kobuleti	2016
4	Ikalto Gorge	GRG	Telavi	2018
5	10 villages of Vardzia (Toloshi, Khertvisi, Nakalakevi, Tmogvi, Mirashkhani, Kumurdo, Gogasheni, Apnia, Khaveti, Dafnia)	GRGs	Akhalkalaki–Aspindza	2019 (update)
6	Ureki – shekvetili	GP	Ozurgeti	2019 (update)
7	Bakhmaro	GP	Chokhatauri	2019 (update)
8	Gudauri	GP	Kazbegi–Dusheti	2019 (update)
9	11 villages of Mestia and Mulakhi communities	GRGs	Mestia	2019 (update)
10	City of Poti- <i>Ongoing</i>	GP	Poti	2019 (update)
11	City of Rustavi	GP	Rustavi	2019 (update)
12	City of Kaspi	GP	Caspian Sea	2019 (update)
13	Chkhorotsku village	GP, DP	Chkhorotsku	2019 (update)
14	Tsageri	GP, DP	Tsageri	2019 (update)
15	Village of Velistsikhe	GRGs	Gurjaani	2019 (update)
16	Bakuriani	Recreational area. GRG	Borjomi	2019 (update)
17	Maltakvi district in Poti	GRG	Poti	2020
18	Abastumani	GP, DP	Abastumani	2020
19	Village of Chachkari	GRG	Aspindza	2020
20	Utsera, Mravaldzali	Village GRGs	Oni	2021
21	Resort Lebarde	GRG	Martvili	2021
22	Surami	GP, DP	Khashuri	2021
23	City of Zugdidi	GP, DP	Zugdidi	2021
24	Tskaltubo city	GP, DP	Tskaltubo	2021
25	Shovi	GRG	Oni	2022
26	Gurjaani city center	DP	Gurjaani	2024
27	Manglisi town	DP	Manglisi	2025

Current urban development plans:

No.	Administrative unit / area	Plan Type	Municipality	Approval Date
1	Borjomi	Revision/update of GP	Borjomi	+2025
2	Ureki – custom-made	Revision/update of GP	Ozurgeti	+2025
3	Pasanauri township, Barisakho village, Roshka village	DP	Dusheti	2025–2027
4	Oni and the village of Ghebi	DP	Oni	+2025–2027
5	City of Mtskheta	-	Mtskheta	+2025

Current spatial development plans:

No.	Administrative unit / area	Plan Type	Municipality	Completion year (estimated)
1	Saguramo, Galavani, Navdaraantkari, Jighaura / Choporti, Akhatani	SDP	Mtskheta / Dusheti	+2025
2	Settlements around Lake Bazaleti	SDP	Dusheti	+2025
3	Bakuriani town and surrounding settlements	SDP	Borjomi	+2025
4	Tianeti (Chekuraantgori, Simoniantkhevi, Khevsurtsopeli, Ghulelebi, Nakalakari, Sioni township)	SDP	Tianeti	+2025
5	Mukhrani Valley	SDP	Mtskheta / Kaspi	+2025–2027
6	14 municipalities: Batumi, Khelvachauri, Kobuleti, Ozurgeti, Lanchkhuti, Poti, Khobi, Zugdidi, Gali, Ochamchire, Gulrifshi, Sukhumi, Gagra, Gudauta	SDP	Batumi, Khelvachauri, Kobuleti, Ozurgeti, Lanchkhuti, Poti, Khobi, Zugdidi, Gali, Ochamchire, Gulrifshi, Sukhumi, Gagra, Gudauta	+2025–2027
7	Oni Municipality	SDP	Oni	+2025–2027

Future spatial planning and urban development plans:

No.	Administrative unit / area	Plan Type	Municipality	Completion year (estimated)
1	City of Akhaltsikhe	GP	Akhaltsikhe	+2025–2027
2	City of Ozurgeti	GP	Ozurgeti	+2025–2027
3	Georgia	SDP	—	+2028

Annex #5. Legislative framework for developing the plan

Resolution of the Government of Georgia No. 89 of March 9, 2015 "On the Establishment of the Governmental Commission for the Development of the SDP of Georgia "Georgia 2030" (as amended)

Link: <https://matsne.gov.ge/ka/document/view/2762487?publication=4>

International conventions/protocols	
Convention	Convention on Biological Diversity (Rio de Janeiro, 1992)
Protocol	Cartagena Protocol on Biosafety to the Convention on Biological Diversity
Convention	United Nations Framework Convention on Climate Change (New York, 9 May 1992)
Convention	<u>The Paris Agreement of the United Nations Framework Convention on Climate Change</u>
Protocol	<u>Kyoto Protocol to the United Nations Framework Convention on Climate Change, Kyoto, 11 December 1997</u>
Convention	Vienna Convention for the Protection of the Ozone Layer (Vienna, 22 March 1985)
Protocol	Montreal Protocol on Substances that Deplete the Ozone Layer (Montreal, 1987) Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer, Copenhagen, 25 November 1992
Convention	United Nations Convention to Combat Desertification in Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa (Paris, 1994)
Convention	Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters.
Convention	World Heritage Convention
Convention	Convention concerning the Protection of the World Cultural and Natural Heritage (UNESCO, 1972)
Convention	Council of Europe Landscape Convention (Florence, 2000)
Convention	Convention on the Conservation of European Wildlife and Natural Habitats (Berne, 1979)
Convention	Convention for the Protection of the Architectural Heritage of Europe (Granada, 1985)
United Nations Human Settlements Programme (UN-Habitat) (recommended)	

Normative	Description
Constitutional law	Constitution of Georgia
Organic law	Local Self-Government Code
Law	Code of Spatial Planning, Architectural and Construction Activities of Georgia
Law	Law of Georgia on Environmental Protection
Law	About cultural heritage

Law	On the development of mountainous regions
Law	Environmental Assessment Code
Law	About water
Law	On water resources management
Law	On the protection of atmospheric air
Law	About industrial emissions
Law	Forest Code of Georgia
Law	About the system of protected areas
Law	About roads
Law	About traffic
Law	About civil security
Law	About tourism
Law	Waste Management Code
Law	About geodetic and cartographic activities
Law	About state secrets
Law	About maritime space
Law	On the management and regulation of the transport sector
Law	About road transport
Law	Georgian Railway Code
Law	Maritime Code
Law	On the protection of sanitary zones of resorts and resort areas
Law	On the Regulation and Engineering Protection of the Sea, Water Reservoirs and River Banks of Georgia
Presidential Decree #206 of April 30, 1999	About the State Geodetic Coordinators System in Georgia
Resolution #261 of June 3, 2019	On the Basic Provisions on the Use and Development of Territories
Resolution #260 of June 3, 2019	On the procedure for developing spatial planning and urban development plans
Government Resolution #425 of December 31, 2013	On the Protection of Surface Waters of Georgia from Pollution
Government Resolution No. 15 of January 21, 2025	About Georgian resorts
Government Resolution #366 of December 24, 2013	Rules for the protection of linear structures of electrical networks and their protection zones
Government Resolution # 365 of December 24, 2013	On the rules for the protection of main pipelines (oil, oil products, oil by-products and natural gas and their transformation products) and the establishment of their protection zones
Government Resolution # 445 of December 31, 2013	On the approval of the technical regulations on water protection strips (zones) of small rivers of Georgia

Government Resolution # 440 of December 31, 2013	On the approval of technical regulations on water protection zones
Resolution # 71 of January 14, 2014 (Annex N5)	On the approval of technical regulations governing the construction sector in the territory of Georgia Technical Regulations - "Building Climatology"
Government Resolution # 71 of January 15, 2014 (Annex N3)	On the approval of technical regulations governing the construction sector in the territory of Georgia Technical Regulations - "Seismic-Resistant Construction"
Order #1 of the Minister of Environmental Protection and Natural Resources of January 28, 2009	On approval of the rules for dividing state topographic maps (plans) into sheets and their designations
Government Resolution # 52 of January 14, 2014	On the recognition and entry into force of technical regulations governing the construction sector in the territory of Georgia
Resolution # 50 of March 7, 2013	On the adoption by Georgia of technical regulations of other countries, the recognition of conformity documents, the admission of products with the relevant markings to Georgia without additional conformity assessment procedures, and the placing of products belonging to the regulated sector manufactured in other countries on the Georgian market without restrictions.
Government Resolution # 72 of February 15, 2022	About the Spatial Planning Information System
Resolution of the Government of Georgia of May 21, 2020 N316	On determining the procedure and conditions for determining the conceptual compliance of infrastructure and/or other similar construction projects that have an impact on the spatial planning of Georgia

Note: The above list may be incomplete and at any stage of developing the concept of the plan, when analyzing various emerging issues, developing a vision, or proposing planning solutions, it may be necessary to analyze/assess/consider other related legislative and/or subordinate normative acts.

***Since the titles and normative acts are in the Georgian language and no official English translation exists, the Georgian version shall take precedence**

Emphasize Critically Important Articles of the Code

Article 8. Guiding principles of spatial and urban planning and adaptation of plans to new circumstances

Article 16. Composition of the Spatial Development Plan of Georgia

Article 17. Special requirements for spatial Development plans for the territorial sea (waters) of Georgia and the exclusive economic zone of Georgia

Article 18. Authority to develop the Spatial Development Plan of Georgia
Article 19. Administrative proceedings regarding the review and approval of the draft spatial
Development plan of Georgia

Annex #1 of the Rules approved by Resolution No. 260 of the Government of Georgia (as amended)
Approximate composition of plans (recommended)

Link: <https://matsne.gov.ge/ka/document/view/4579368?publication=5>

Annex #6. Key Policy Documents, Studies, and Reports

National strategies, plans and programs

- [Vision 2030 - Georgia's Development Strategy \(published in 2022\)](#)
- [Georgia's Climate Change Strategy 2030](#)
- [Government Program 2025-2028](#)
- [Strategy for the Development of High-Mountain Settlements of Georgia for 2024-2030](#)
- [National Transport and Logistics Strategy of Georgia for 2023-2030](#)
- [Decentralization Strategy 2020-2025](#)
- [Unified National Strategy for Education and Science](#)
- [Georgia's Agriculture and Rural Development Strategy for 2021-2027](#)
- [Georgian Small and Medium Enterprise Development Strategy 2021-2025](#)
- [Georgian Ecotourism Strategy 2020-2030](#)
- [Georgia's Migration Strategy for 2021-2030](#)
- [Vocational Education Reform Strategy \(2024-2030\)](#)
- [GeoStat National Statistics Office of Georgia <https://www.geostat.ge/en> Census 2024](#)
- [The Fourth National Environmental Action Program of Georgia for 2022-2026](#)
- [Ambient air quality management plans for ambient air quality monitoring and management zones and agglomerations](#)
- [Georgian Irrigation Strategy 2017-2025 \)](#)
- National Tourism Strategy of Georgia (*current*)
- [National Strategy for the Development of Broadband Networks of Georgia, 2020–2025](#)
- [Strategy for the Development of Georgia's Digital Economy and Information Society, 2025–2030](#)
- [Strategic Development Concept for Maritime Transport](#)
- [National Waste Management Strategy of Georgia, 2016–2030, and the National Action Plan, 2022–2026](#)
- Policy Documents in the Energy Sector

Additional data, analyses and reports

- [Multi-Annual Indicative Programme \(2021-2027\) for EU support to Georgia, Neighbourhood, Development and International Cooperation Instrument, European Commission, 2022](#)
- Country Data World Bank <https://data.worldbank.org/country/georgia>
- [Georgia - Country Economic Memorandum: Chapter 2 - Spatial Transformation](#) World Bank. 2022
- [Rapid Status Assessment of Spatial Planning in Georgia](#), GIZ. 2015
- [Impacts of Climate Change on Georgia's Coastal Zone: Vulnerability Assessment and Adaptation Options. ; The Cost of Coastal Zone Degradation in Georgia](#) World Bank. 2020.

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- Climate Risk Country Profile: Georgia The World Bank Group and the Asian Development Bank. 2021
 - Forest and Land-use Atlas of Georgia, Ministry of Environmental Protection and Agriculture and World Resources Institute.
 - Geoportal of Natural Hazards and Risks in Georgia, CENN, GIZ 2012
 - Georgia: Towards Green and Resilient Growth. World Bank, 2020
 - Realizing the urban potential in Georgia—National urban assessment. Asian Development Bank, 2016
 - GEORGIA Human Capital Review International Bank for Reconstruction and Development / The World Bank 2022
 - Georgia Policy and Legislation Database. Food and Agriculture Organization

Note: The above lists are indicative and should be clarified/completed during the research stage.

Annex #7. Land cover classification

*As used by the National Agency for Sustainable Land Management and Land Use Monitoring.

<u>Level I</u>		<u>Level I</u>
1	Artificial areas	Artificial areas
2	Agricultural areas	Agricultural areas
3	Forest and semi-natural areas	Forest and semi-natural areas
4	Flooded areas	Wetlands
5	Water bodies	Water bodies
<u>Level II</u>		<u>Level II</u>
1.1.	Urban fabric	Urban fabric
1.2.	Industrial, commercial and transportation units	Industrial, commercial and transport units
1.3.	Mines, landfills and construction sites	Mine, dump and construction sites
1.4.	Urban greening	Green urban areas
2.1.	Arable land	Arable land
2.2.	Perennial plants	Permanent crops
2.3.	Pastures	Hay fields and pastures
2.4.	Heterogeneous agricultural lands	Heterogeneous agricultural areas
3.1.	Forest	Forest
3.2.	Shrub and/or herbaceous plant associations	Shrub and/or herbaceous vegetation associations
3.3.	Open spaces with undeveloped or sparsely developed vegetation	Open spaces with little or no vegetation
4.1.	Swamps	wetlands
4.2.	Sea circulation area	Sea circulation area
5.1.	Inland waters	Inland waters
5.2.	Marine waters	Marine waters

Annex #8. Technical Terms of Reference for Positions

Key experts. Proposed positions, required qualifications and experience.

Regional Planner / Team Leader (International, 10 people / month)

- At least a master's degree (or equivalent) in urban planning, regional planning, geography, local economic development, or other relevant discipline.
- Preferably 20 years of professional experience in urban and regional planning and undertaking policy dialogue with government agencies and local government
- Specific experience in managing technical assistance for regional planning as Team leader / deputy Team leader and leading multidisciplinary team.
- Experience on large strategic advisory projects, with particular experience in country and regional planning, in similar context (mountainous regions, emerging country, regional disparities)
- Preferably with experience in Central and West Asia, Europe, with ADB or donor-funded projects. Experience of working in Georgia will be considered an advantage.
- Excellent inter-personal, communication skills as well as reporting and presenting.
- Excellent oral and written communication skills in English.

The TL will be responsible for the methodology of the project in managing the overall implementation of the NSDC, will coordinate regularly with SUDA and help manage inputs from all team members.

As an expert on regional planning, he/she (i) will lead the national and regional spatial and socio-economic analysis, the Vision consolidation and the Concept plan development; (ii) work with the DTL to develop the delivery and reform roadmap and public investment platform; (iii) work with the subject specialists in analyzing and visualizing sectors, and formulating recommendations; (v) introduce international case studies and best practices relevant to the project; (vi) provide methodological guidance for the overall project; and (vii) coordinate and ensure the technical inputs to the reports.

Demographer (International, 3 person-months)

- At least with master's degree (or equivalent) in demography, statistics or other related discipline.
- Preferably 20 years of professional experience, including at least 10 years relevant professional experience in demography simulation of spatial and territorial planning at national and regional levels.
- Several international experiences, preferably with experience in Central and West Asia, Europe, with ADB or donor-funded projects.
- Good skills in English (written and spoken) plus good report writing skills.

He/She will be responsible for (i) providing demographic analysis with the related needs for urbanization at the national and regional levels during the research and concept development as well as methodological guidance, (ii) analysing and advising on the socio demographic viability of scenarios and vision, (iii) preparing the demographic component of the reference scenario. He/she will be working with the team to perform regional and urban demographic analysis, in close relation with the economists, planners and the local demographer.

Logistics and trade specialist (International, 2.0 person-months)

- At least with master's degree (or equivalent) in transport and logistics or other related discipline.
- At least 10 years of experience in national and regional trade, logistics development, and transit corridors. Experience in regional and spatial planning projects is an advantage.
- Preferably with experience in Central and West Asia, Europe, with ADB or donor-funded projects.
- Excellent skills in English (written and spoken) plus good report writing skills.

He/She will be responsible for providing inputs on regional trade, logistic strategies, cross-border issues, and overall connectivity strategies. He/she will provide inputs to the research, vision, contribute to the development of scenarios, spatial strategies and share best practices. He will work closely with the TL and DTL for the long-term 2050 cross cutting analysis on connectivity and middle corridor.

Planner and local development specialist (International, 8.0 person-months)

- At least a master's degree (or equivalent) in planning, geography, urban planning, or other relevant discipline.
- At least 10 years of professional experience in spatial and urban planning, local development, local governance, urban-rural linkages, small towns and agglomeration development.
- Several international experiences, preferably with experience in Central and West Asia, Europe, and with ADB or donor-funded projects.
- Excellent oral and written communication skills in English plus good report writingskills.

He/She will (i) be responsible for the preparation of the RDVs and the urban agglomeration analysis, (ii) provide a local and territorial approach to the spatial analysis, (iii) contribute to scenarios development, and (iv) work closely with the TL and DTL as required.

Deputy Team leader (National, 20 person-months)

- At least a master's degree (or equivalent) in urban planning, regional planning, geography, local economic development, land management, or other relevant discipline.
- Experience in at least 1 project on large scale regional/spatial planning.
- Preferably 20 years of professional experience, including 10 years proven experience in spatial and regional planning.
- Familiar with urban planning practices in Georgia, including institutional framework and with a good local network of urban planning practitioners in Georgia.
- Specific experience in managing technical assistance as Team Leader or Deputy Team Leader, preferably with government agencies and on donor funded projects.
- Excellent oral and written communication skills in English plus good report writingskills.

As a DTL, he/she (i) will guide, coordinate, and supervise activities and assemble all inputs from the team members, (ii) take responsibility for outputs' quality and deliverables and ensure smooth coordination and links between components, (iii) be the focal point for the implementing agency and relevant departments. As an expert on urban and regional planning, he/she will (i) provide the team with the information, background, institutional arrangement, and implementation practices of Georgian planning; (ii) be responsible for data collection, ensuring that the team is fully aware of all relevant sector strategies, plans and project reports; (iii) lead key workshops and work closely with team members to conduct the stakeholder consultations; (iv) develop the spatial planning system analysis, the delivery roadmap and public investment platform; (v) coordinate the capacity development activities and ensure that materials are of high quality and applicable to the Georgian context; (vi) coordinate and ensure the technical inputs to the reports.

Regional planner (National, 20 person / months)

- Professionally qualified urban planner or in other related discipline (at least Master or equivalent)
- At least 10 years of experience in urban and spatial planning in Georgia, ideally with government agencies and on donor funded projects.
- Preferably with mapping skills and knowledge in mapping software.
- Good skills in English (written and spoken)

He/She will be responsible for (i) developing the spatial analysis; (ii) providing inputs on issues such as territorial planning, urban–rural linkages, land use management; (iii) creating and interpreting maps and diagrams, (iv) providing guidance to the GIS Specialists and (v) will help conduct consultations.

Environment and natural resources specialist (National, 6 person-months)

- Professionally qualified environmental specialist (at least Master or equivalent)
- Preferably 15 years of professional experience including at least 10 years in environment planning and management, strategic environmental assessment, natural resource preservation and regional development projects in Georgia, ideally with government agencies and on donor funded projects.
- Good oral and written communication skills in English.

He/She will be responsible for leading the preparation of the Strategic Environmental Assessment and will provide environment inputs to the NSDC and Public Investment platform, including for the long-term 2050 cross cutting analysis on natural resources.

Transport and connectivity specialist (National, 6 person-months)

- Professionally qualified transport specialist (at least Master or equivalent in relevant discipline)
- At least 10 years of experience in national and regional transport infrastructure development in Georgia ideally with government agencies and on donor funded projects. Experience in regional and spatial planning projects is an advantage.
- Good skills in English (written and spoken)

He/She will work with the international logistics and trade specialist and the TL/DTL. He/She will hold prime responsibility in analysing and providing recommendations in areas such as, among others, road connectivity, transport, railways, urban transportation, aviation, and seaports/maritime transportation. He/She will also be responsible for assessing and advising on transnational connectivity transport issues and transit corridors.

Urban planner (National, 10 person-months)

Professionally qualified urban planner or in other related discipline (at least Master or equivalent)

- At least 10 years of experience in urban and spatial planning in Georgia, ideally with government agencies and on donor funded projects.
- Preferably with mapping skills and knowledge in mapping software.
- Good skills in English (written and spoken)

He/She will be responsible for (i) developing the spatial analysis on the urbanization; (ii) providing inputs on issues such as spatial agglomeration, urban–rural linkages, land use management; (iii) creating and interpreting maps and diagrams, (iv) providing guidance to the GIS Specialists and (v) will help conduct consultations.

Non-Key Experts - International

Spatial data and land mapping specialist	6.0	Master's degree in geography, cartography or other related discipline	15 years' experience in GIS, spatial data management, database, mapping software, big data
Regional landscape planner	3.0	Master's degree in landscap architecture, urban planning or in other related discipline	5 years' experience in infrastructure programming and design
Institutional specialist	2.5	Master degree in Legal studies, political sciences, public administration or relevant field	15 years' experience in urban development, local governance, institutional strengthening and capacity development.
Planning and Economic development specialist	3.0	Master's degree in economic development, or other related discipline	5 years' experience in local economic development, especially in simulation of local development
Environment specialist (SEA)	2.5	Master's degree in environment, climate science or relevant field	5 years' experience in climate planning, risk management and environmental planning

Non-key experts-local

Cultural Heritage Specialist	3.0	Bachelor degree in art,cultural policy or relevant field	10 years' experience in cultural heritage, and archaeology in Georgia
Risk Reduction and Climate Planning Specialist	6.0	Bachelor degree in climate science or relevant field	10 years' experience in disaster risk reduction, risk mapping and climate planning in Georgia
Social development specialist	3.0	Bachelor degree in social science or other related discipline	10 years' experience in social development, poverty reduction, mountainous areas development, community engagement and planning in Georgia
Economist	6.0	Master's degree in economics or a related field	10 years' experience in economic development and economic analysis in Georgia
Industrial Development Specialist	3.0	Master's degree in economics or a related field	10 years' experience in economic development and economic analysis especially in the field of industrial development in Georgia
Real Estate Development Specialist	3.0	Master's degree in economics or a related field	10 years' experience in economic development and economic analysis espacially in the field of real estate development in Georgia
Rural / Agricultural Development Specialist	3.0	Bachelor degree in agriculture science or engineering, rural science or relevant field	10 years' experience in rural development, rural economy, agrobusiness development in Georgia
Tourism Specialist	3.0	Bachelor degree in business management, economics or relevant Field	10 years' experience in tourism strategic development in Georgia, local economic development

Infrastructure Development Specialist	6.0	Bachelor's degree in engineering	10 years' experience in infrastructure programming and design in Georgia
Energy Specialist	3.0	Bachelor degree in engineering, energy policy or relevant field	10 years' experience in energy policy, and sustainable energy development in Georgia, including renewables and hydropower
Institutional and capacity Development Specialist	6.0	Bachelor degree in Law, political sciences, public administration or relevant field	10 years' experience in organizational development, institutional analysis, and training delivery in Georgia, with strong knowledge of local legislation. The consultant will be responsible for analyzing the public policies and propose orientation for institutional and political reforms for the implementation on the NSDC.
Legal expert	3.0	Bachelor degree in Law, public administration or relevant field	10 years' experience public policy, public lawn analysis with strong knowledge of local legislation. The consultant will be responsible for aligning the document with the local legal context. He/she will work in close relation with the institutional experts.
Stakeholder Engagement Specialist	10.0	Bachelor's degree in social development, communication, or a related field	10 years' experience in social development and stakeholder mobilization in Georgia, engaging with communities, private business and government representatives
Communication Specialist	3.0	Bachelor degree in communication or relevant field	8 years' experience in strategic communication campaign, branding and PR activities in Georgia
Geoinformation System specialist	20.0	Bachelor Degree in GIS or relevant field	10 years' experience in GIS and web-based mapping (IT).
Geoinformation System Analytic specialist	20.0	Bachelor Degree in data management and GIS or relevant field	10 years' experience in GIS and web-based mapping (IT).
Project Director / Head Office Support	5.0	Master's degree in Project management or Human resource, or in Business administration	10 years experience in managing human resources and project finance
Assistant project management	20.0	Bachelor in project management or urban planning	5 years in the field of project management
Translator / Interpreter	10.0	Bachelor Degree in relevant field	10 years' experience in translation between Georgian and English, including expertise in simultaneous interpretation.
