**DRAFT SCOPE - TERMS OF REFERENCE FOR THE**

**NATIONAL SPATIAL DEVELOPMENT PLAN OF GEORGIA**

***(For circulation at the Spatial Forum)***

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# BACKGROUND

1. Georgia is part of the South Caucasus region, 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 and Tbilisi the capital city, is home to roughly a third of the Georgian population. Following structural reforms, Georgia has achieved robust economic growth during the last years, and it moved to upper middle-income country (UMIC) status. The European Union (EU)-Georgia Association Agreement entered into force in July 2016 and strives for political association and economic integration between the EU and Georgia. However, significant regional disparities persist, with poverty levels and unbalanced growth. Georgia needs to facilitate its structural transformation and the corresponding spatial adjustment.
2. In 2014, the Georgian government initiated a process to prepare for a National Spatial Plan, but it was not pursued. In 2018, the Parliament of Georgia adopted the Georgian Code on Spatial Planning, Architectural and Construction Activities (hereinafter referred to as “the Code “) and the Resolution No. 260 on the Rule for Developing Spatial and Urban Construction Plans (hereinafter referred to as “the Resolution”), both entered into force on June 3rd, 2019. Until now, Georgia has no national spatial development strategy nor plan and there is now a renewed interest to develop a vision and spatial analysis that will serve all sectoral strategies and provide a long-term direction to the country.
3. In 2022, the functions of the Ministry of Regional Development and Infrastructure (MRDI) in the field of spatial and urban development have been transferred to the Legal Entity Under Public Law (LEPL) Spatial and Urban Development Agency (SUDA) under the Ministry of Economy and Sustainable Development (MOESD). SUDA’s main function is to coordinate spatial and urban development policy of the country and in particular to produce and implement the National Spatial Development Plan (NSDP) of Georgia[[1]](#footnote-1). To steer the procedure properly, SUDA will act by an Intergovernmental Commission on Spatial Planning (ICSP)renewed in 2022[[2]](#footnote-2), including representatives of the Prime Minister’s Office, the 12 ministries, the Head of Adjara Autonomous Government, and the Mayor of Tbilisi.
4. Regarded as a high-level political priority, there is now a momentum to develop the NSDP to support Georgia’s ambitions, to boost human capital, institutions, competitiveness, to address connectivity, regional integration, and resilient and low-carbon development. Taking into consideration the potential for growth, the unbalanced territorial development, the current state of environmental risks and the societal dynamics, as well as the key strategic orientations for the future Georgia, the NSDP should support the coherence between sectoral policies, and help achieve the main development priorities, with regional cohesion, and enhanced quality of life for all Georgians.
5. In April 2023, the Annual Spatial Forum has been convened in Tbilisi by MOESD and organized by SUDA, gathering [*xxx complete*]. Its objective was to provide recommendations to the NSDP scope and to announce the launch of such process. During the Spatial Forum, the NSDP Advisory Board (AB) composed of local and international experts gathered and discussed key topics …. *[add 1 sentence about Conference outcome re NSDP].*
6. SUDA is here representing the Government of Georgia (GoG) and is now seeking to procure consultants to carry out the work as prescribed in this Terms of Reference (TOR) according to the relevant public procurement legislation of Georgia.

# RATIONALE FOR A NSDP

**Figure 1: Map of Georgia**

*(Add map created by SUDA)*

1. The Georgia NSDP will consider a 2040 horizon. It will (i) guide the optimal use available resources for the benefits of all Georgians, (ii) act as a reference framework for sector policies, (iii) balance national strategic goals with local development aspirations, and (iv) prepare for resilient and low-carbon development. Spatial planning typically answers the question about how the main development directions should look like in the next 15-20 years. The consultant shall consider during the spatial planning process the various unique features of Georgia, such as geography and topography, demography and society, urban structure, climate change vulnerabilities and impact, regional integration and geopolitical context, economy and jobs, major economic and social infrastructure, natural assets, cultural heritage, governance, and institutional challenges.
2. **Geography and topography**. Georgia has a diverse topography and climate, with mountains as the dominant geographic feature. The Likhi Range divides the country east and west. The Greater Caucasus Mountain Range is dominated by numerous glaciers and the south is bounded by the Lesser Caucasus Mountains, which runs parallel to the Turkish and Armenian borders. This creates natural barriers, generating cultural and linguistic differences among regions, and it also hosts mountainous areas and villages, some of them virtually isolated during winter because of their location and limited transportation infrastructure. Earthquakes and landslides in mountainous areas present a significant threat to life and property. Climatic zones are determined by altitude and distance from the Black Sea. Western Georgia's landscape ranges from low-land marsh-forests, swamps, and temperate rain forests to eternal snows and glaciers, while the eastern part of the country contains a small segment of semi-arid plains. The coastline of Georgia is 310 km long, of which 53km is in Guria and Samegrelo, 57 km is in the Autonomous Republic of Adjara and 200km in the Autonomous Republic of Abkhazia.
3. **Demography and society***.* Since its independence, the country has experienced a significant population decline, from 5.4 million inhabitants in 1989 down to 3.72 million inhabitants in 2021[[3]](#footnote-3), due to decline in natural population growth and large-scale outmigration that sharply decreased after 2015. As a result of armed conflict, a large wave of internal displacement in Georgia took place in the beginning of 1990s (Abkhazia conflict), followed by other displacement as a result of Russian-Georgian war of 2008. As of October 2017, there are 277,398 registered Internally Displaced People (IDPs), who are in need of dedicated settelement policies. Around 1.4M of Georgians are estimated to live abroad, with the largest Georgian communities outside Georgia in Turkey and Russia. As a share of GDP, remittances amounted to around 11% in Georgia on average during 2015-18[[4]](#footnote-4). It is also an ageing society, with projections suggesting that the share of persons 65 and older will reach 18.9% in 2030 and will further increase to 25.3% – to one in four persons – in 2050[[5]](#footnote-5). These demographic trends are significant characteristics of Georgia, leading to weakening and shrinking areas especially in mountainous regions and adding social challenges such as inclusiveness, health care and intergenerational solidarity. Georgia's Human Development Index (HDI)[[6]](#footnote-6) value for 2021 is .802— which put the country in the Very High human development category—positioning it at 63 out of 191 countries and territories. Between 2000 and 2021, Georgia's HDI value changed from 0.702 to 0.802, a change of 14.2%. The share of population under absolute poverty line in Georgia has significantly declined from 26.2% in 2013 to 17.5% in 2021[[7]](#footnote-7) but remains high with many Georgians unemployed or living in rural areas. Georgia’s Gini Index in 2021 was 34.2[[8]](#footnote-8), The recent influx of Russians as a result of the war in Ukraine could also impact the demographic and social dynamic of urban centres.
4. **Urban system and settlements***.* Since the early 2000s, the urbanization rate of Georgia has been slowly but steadily increasing, from 52,4% in 2000 up to 59,5% in 2020. The notable features of Georgia’s regional development are the monocentric and uneven development around Tbilisi, and to a lesser extend around the cities of Batumi (172,000 inhabitants), and Kutaisi (134,000 inhabitants), the relatively small scale and limited economic influence of other cities, and a general absence of economic activity outside of cities. The urban system of Georgia is dominated by the capital-city Tbilisi (1.2 million inhabitants[[9]](#footnote-9)) which accounts for more than the half of the urban population of the country and for 51,2% of the national GDP (2019). Its broader agglomeration includes Rustavi (130,000 inhabitants), and two secondary cities, Gardabani and Mtskheta, with increasing functional links (infrastructure, commuting of workers and students, economic connections). It is estimated that 30,000 people commute daily between Rustavi and Tbilisi, adding up to other commuters from surrounding villages, and increasing the pressure on Tbilisi infrastructure. One of the biggest deficits in Georgia’s spatial structure is the lack of medium-sized cities serving as subregional social and economic hubs for rural areas. Most secondary cities experienced sharp deindustrialization after the collapse of the Soviet Union and they lack significant density, increasing the challenges to connect to basic services network. Significant disparities persist between urban and rural areas, most importantly in terms of incomes, and living standards. Managing enhanced rural-urban linkages and ensuring that cities are better connected, planned and livable will help reap the benefits of urbanization.
5. **Climate change adaptation and mitigation**. According to projections, Georgia will experience more frequent heat waves, representing major risks to human health, livelihoods, and biodiversity; rapid retreat of glaciers is expected and is likely to shift the regional hydrological regime, increasing the risk of flooding and ultimately driving transitions in local ecosystems. The effects of rising temperatures on agricultural output could threaten an important source of income. Projected long-term reductions in the flow rates of rivers in Georgia, rising average temperatures, are expected to increase the risk of water shortages in the spring and summer months and could have important implications for Georgia’s energy supply, which depends primarily on domestic hydropower sources. The country also has hot spots of vulnerabilities, calling for dedicated strategies to develop climate-resilient coastal zones and address the vulnerabilities of mountainous areas, affected by extreme weather and geological events. Considering the impact of climate change is essential to avoid maladaptation and to put Georgia on resilient development pathway. Georgia, although far from being a large greenhouse gas (GhG) emitter, is experiencing a steady increase of its annual emissions per year (17.8Mt/ year in 2017).
6. **Regional integration and transnational context**. Georgia occupies a strategic location and its future spatial organization is de facto linked to larger dynamics. The overarching political objective of the EU integration[[10]](#footnote-10), and the development of the Belt and Road Initiative are of particular importance, with Georgia placing itself as a hub and a logistics gateway between Central Asia and Europe. The country is very active in the Middle corridor initiative and the TRACECA program, among others. With such a transit function prospect, its attractiveness and connectivity are at stake, with related challenges on transport infrastructure, logistics industry, border management. Risks related to the evolving geopolitical situation and cooperation with neighbors have also to be weight in, e.g., the war in Ukraine has underscored the need to enhance energy security and is re-positioning transit corridors; the tripartite Peace Statement by Armenia, Azerbaijan, and the Russian Federation in 2020 could lead to eventual opening of corridors that are now closed, which may mean growing competition for Georgia’s transit role. Another crucial element is the committment to territorial integrity and the reintegration of Tskhinvali Region and Autonomous Republic of Abkhazia now occupied by Russia.
7. **Transformative and blue-print projects***.* Over the last decades, Georgia has initiated major infrastructure investments to increase its global market access and socioeconomic development. Such large-scale projects are structuring transport, logistics and energy flows and will have long term impacts on the spatial organization of the country with redistribution of benefits and new territorial dynamics (e.g., revitalization of connection nodes, negative externalities on left out areas, competition with or opportunity to leverage on economic activity, etc.). Among the new projects of a growing interconnected network are the East-West Highway (under construction targeted for completion in 2025), the North-South Corridor (Jinvali-Larsi), the project of a deep-sea port in Anaklia, large hydropower plants planned in Khudoni, Nenskra, and Namakhvani, the Black Sea undersea cables (electric and digital), logistics centers planned in Tbilisi and Kutaisi. Missing road links are being progressively upgraded along the East-West and South-North corridors.
8. **Jobs and human capital.** Georgia’s unemployment rate is about 19%[[11]](#footnote-11), which remains high albeit declining. Unemployment is structural and the quality of jobs is an equally big problem, with most job creation taking place in traditional sectors, particularly in agriculture (41% of jobs contributing to less than 10% of the GDP), where productivity is hampered by small plots (land reform of the 1990s), limited skills, weak land markets and fragmented supply chains, which translates into continued high levels of poverty in rural areas. Small and medium enterprises (SMEs) are the backbone of the Georgian economy. Building up skills and removing constraints to labor mobility is consequently a priority that could have spatial consequences: less, but more productive jobs in the rural economy, more jobs in the urban economy with a possible renewed pull from urban areas. Job creation in manufacturing and industry needs to be sustained, with dedicated strategies for reconversion of post-industrial territories and for innovation and digital economy. Tourism constitutes a major axis for development, representing today about 10% of the GDP and a key strategic priority of Georgia. To serve the social-economic cohesion goal, it is important to focus on the exploitation of territorially differentiated potentials and to consider environmental threats as well as how the wealth generated from this sector will be redistributed in the regions.
9. **Natural assets and landscape***.* Nature covers a vast part of the country, with 26,060 rivers and over 40 protected areas covering 11.4% of the territory[[12]](#footnote-12), with a target to make it 14%. Georgia is endowed with unique eco-systems and biodiversity, some of them under threats from the unplanned impact of seasonal tourism on resources. The human pressure on natural environment is also visible via the increase of municipal solid waste deposited, air pollution concerns (mostly in Kvemo Kartli, Imereti and Mskheta-Mtianeti), and wastewater discharge in rivers and soil. Forests cover around 43% of Georgia's territory while the alpine/subalpine zone accounts for around 10%. However, forests volume is declining, despite being a priority for wood industry but also due to their GHG absorption capacities. Preserving the natural assets of Georgia calls for improved management of degraded watersheds, integration of landscapes, and other ecological units in integrated spatial organization.
10. **Cultural heritage and identity**. Georgia is proud of its rich cultural heritage monuments and sights, literary, architectural, musical, and choreographic arts, its gastronomic and winemaking traditions. Four elements are inscribed on UNESCO’s intangible heritage[[13]](#footnote-13): and it is home to four properties inscribed on the UNESCO World Heritage List and 14 sites on the tentative list since 2007[[14]](#footnote-14). The unplanned development around some of the sites is jeopardizing their conservation. Thousands of other sites have been identified by the Government and are a real asset but are also under a promotion and conservation challenge. To improve the management of Georgia’s rich cultural heritage, a well thought strategy is needed to preserve sites, considering high maintenance costs and limited budgets. It would spur economic development (restoration, landscaping, etc.) leading to opening of economic activities, influx of residents, increased property values, as well as encouraging social cohesion and national identity, especially in regions under dispute or with members of different ethnic groups and religions.
11. **Governance and institutional challenges.** The Spatial Planning, Architectural and Construction Activities Code adopted in 2019 aims at reforming previous legislation framework to better enable spatial planning in Georgia. The recent creation of SUDA, endowed with a clear mission and resources, is also a sign that planning is now considered a priority in the country. Today, less than 15% of municipalities are covered by spatial plans, and mostly in largest cities, and large regions and landscapes are not covered with spatial plans. Planning capacities are still nascent, with no dedicated curriculum at the university, and the integrated planning approach is yet to be implemented, with a lot of work still happening in silo. Georgia has recently strengthened its decentralization process with solid legal foundations. However, the regional scale has no spatial planning competencies limiting as such the integration of landscapes, watersheds, and other ecological units in integrated spatial organization, and intermunicipal planning and cooperation is in its early days. Enforcement of existing plans at the local level is slow, with limited institutional capacities at the municipal level which are in critical need for capacity development.

# OBJECTIVES AND APPROACH OF THE NSDP

1. The NSDP is developed for the entire territory of the state of Georgia in the area of 69,700 square kilometres (km²) with the associated Exclusive Economic Zone (EEZ) of 21,946 km² in the Black Sea. The Autonomous Republic of Abkhazia and Tskhinvali Region are currently occupied, with no access possible and limited data available; to the extent possible these two areas will be considered in the overall analysis, looking at a status quo and future reintegration scenarios.
2. The NSDP is a long-term planning document that provides a conceptual layout to guide future spatial growth and development. It operates as the spatial translation of the overall national policy objectives and will respond to Georgian contemporary and future challenges. With the scale of changes in the past decades, rapid modernization, but also persistent inequities and instability, the country must adapt to economic, social, demographic, climate, political, cultural, and technological changes. These changes have an impact on spatial management which shall be reflected and planned for. Spatial planning is also key to implementing ecological transition of the territory and the NSDP can spur new culture of territorial planning.
3. The NSDP will function as an “umbrella” plan, providing a framework and direction to integrate and harmonize sectoral plans and strategies. After its approval by SUDA and the ICSP, the NSDP will have a “normative function”, supported by regulatory approval, which will make it part of Georgia’s national legal system. It will then be expected that NSDP determinations should be reflected in all lower-tier planning instruments, and that sectoral strategies will be aligned with them.
4. The overall goal of the NSPD is to achieve a cohesive, resilient, and integrated development of the national territory by creating livable and functional human settlements, providing a sustainable use of the national resources, and contributing to balanced socio-economic and regional development.
5. The specific objectives of the plan are:
   * + To guarantee territorial, social, and economic cohesion via an improved provision of key social and economic infrastructure and services and a reduction of regional disparities.
     + To prepare the resilience of the territory and speed up the transition to a carbon neutral territory.
     + To place Georgia as a regional player, considering it as a transit hub between Asia and Europe, and with a European integration trajectory.
     + To guarantee the optimal and sustainable use of resources for the benefits of all Georgians.
     + To help inform strategic investment, for both the public and private sector and to provide guidance at regional and local levels for future plans and investments.
     + To help transition from the sectoral approach to the integrated territorial approach and increase the coordinating role of spatial policy in relation to sectoral policies.
6. The main principles driving the preparation of the NSDP are:
   * + A well-balanced system of settlements and decentralized territorial development.
     + A balanced economic, infrastructural, social conditions in the respective regions, to serve national competitiveness, sustainability, and a high quality of life.
     + The protection, conservation and development of the natural surroundings and landscape.
     + The resilience and adaptation to external and climate shocks, both for the administration and the inhabitants.
     + The social cohesion and development of cultural identity and diversity,
     + The functional and dynamic understanding of the territories to make the link between spatial and development planning (all sectors, all regions, and links with neighboring countries).
7. The NSDP will follow the legal requirements of Georgia and the Code. Its purposes, among others, include regulation of use and development of the territory of Georgia by balancing public and private interests; creating decent environment for human life and activity, protection of human health, environment, natural resources, and cultural heritage; public participation in the spatial and urban planning; and ensuring urban development that is safe for human health and life. The guiding principles of spatial planning and urban development planning are stated in Art. 8. of the Code.
8. The NSDP will follow international planning standards and international best practices, and shall be prepared based on the generally acknowledged rules of sustainable development: an optimal balance of ecology, economy and social cohesion, as well as good governance, as laid down e.g., in the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal (SDG) 11, the New Urban Agenda (2016), the European Commission’s Green Deal (2019), the New Leipzig Charter (2020). *[+ Add conventions SUDA is part of.]*
9. A strategic spatial planning exercise of this nature with horizon 2040 cannot be complete without considering climate change impacts. 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 should be mainstreamed in all analysis and all aspects of the NSDP. In this regard, the NSDP should also support achieving Georgia’s commitment (Paris Agreement, its updated Nationally Determined Contribution NDC[[15]](#footnote-15)) and help identify opportunities for a future nature positive model based on regeneration, resilience, and recirculation.
10. As the NSDP is prospective by nature, it should reflect as many expectations as possible, opportunities or conflicts occurring in the country. Therefore, it will be crucial to ensure a participatory process and consultation with a wide range of stakeholders (national, regional, and local levels, private actors, business representatives, NGOs, youth groups, women groups, local communities, international donors, etc.). This will help build ownership and a wide consensus of the spatial planning process and the final plan and engender trust among stakeholders and decision-makers. Such a process will help gain a better understanding of the complexity of the areas and help generate new options and solutions.
11. It will be important for the consultants to transfer as much technical knowledge and know-how as possible through on-the-job training, knowledge sharing and other forms of capacity development to SUDA and their local counterparts during the period of the NSDP preparation. A dedicated report will document these sessions.
12. Considering the unique features of Georgia and the overall framework approach defined above, the NSPD will be developed in four phases:
    * 1. **Research and diagnosis phase**, responding to “*How we understand Georgia today*”. This comprehensive problem description and spatial analysis will rely on facts and data, providing the scientific basis for decision making.
      2. **Vision and strategy phase**, responding to “*Where we see Georgia in 2040*”. This will rely on a large consultation process, assessment of scenarios, trends and opportunities, and the formulation of a clear vision and goals.
      3. **Concept phase**[[16]](#footnote-16), responding to “*How we want to achieve the vision*”. This will propose differentiated spatial strategies to achieve the goals and objectives and the investment orientations. It also includes the Strategic Environmental Assessment.
      4. **Final Plan phase**, presenting *“Georgia today, in 2040 and how to make it happen”*. The last phase will include the last feedback and consultations, investment prioritization, as well as the implementation strategy and institutional and policy framework.

# SCOPE AND TASKS

1. The major outputs and activities of the NSDP consultants are summarized in Table 1 below.

**Table 1: Major activities and outputs**

|  |  |  |
| --- | --- | --- |
| **Activities** | **Major outputs** | **Indicative Completion dates** |
| **Stage 1 - Research - diagnosis** |  |  |
| Mobilization and kick-off meeting |  |  |
| Data collection and review of policies, plans, strategies |  |  |
| Draft Public relations and Communication Strategy |  |  |
| Stakeholder mapping and engagement plan | Inception report |  |
| **Preparation of the Inception report** | T + 1.5 month |
| Inception Report workshop |  |  |
| Preparation of the Diagnosis and Spatial Analysis |  |  |
| Climate resilience assessment and territorial governance analysis |  |  |
| Diagnosis Working Papers and maps - for consultation (\*) | Working Papers and Maps | T + 5 months |
| *End of year reporting to ICSP* |  |  |
| SWOT analysis (\*) |  |  |
| Development of Database and Spatial information architecture |  |  |
| **Preparation of Draft Research report** |  |  |
| Stage 1 Research final Workshop |  |  |
| Final research and Diagnosis report | Research report and diagnosis | T + 8 months |
| **Stage 2 - Vision and Strategy** |  |  |
| Strategic development scenarios |  |  |
| Strategic Visioning Workshops (\*) |  |  |
| Definition of Strategic directions |  |  |
| **Preparation of Vision and Strategy report** | Vision and strategy report |  |
| Vision and Strategy final Workshop | T + 12 months |
| **Stage 3 - Concept Plan (Draft NSDP)** |  |  |
| Development of Spatial Strategies and Deep Dives (\*) |  |  |
| **Preparation of the Interim Concept plan report** | Interim Concept Plan Report | T + 15 months |
| Strategic Environmental Assessment |  |  |
| Institutional, policy and capacity gap analysis |  |  |
| Web-based platform development |  |  |
| **Preparation of the Draft Concept Plan Report** | Concept Plan Report | T + 17 months |
| Stage 3 Concept Plan Workshop |  |  |
| Revised Concept report, for official approval |  |  |
| **Stage 4 – Plan Development (Final NSDP)** |  |  |
| Identification of Strategic and Catalytic Programs (\*) |  |  |
| NSDP Implementation Roadmap and guidelines |  |  |
| Finalization of a Web based mapping platform |  |  |
| **Preparation of the Draft Final Report** | Draft Final Report | T + 20 months |
| Stage 4 Draft Final Report workshop |  |  |
| Final Plan Report | Final report | T + 22 |

(\*) indicates key stakeholder consultation.

## **Stage 1 Research and diagnosis phase**

### Mobilization and kick-off meeting

1. A kick-off meeting is to be held in Tbilisi and co-organized with SUDA and other key government stakeholders. This meeting will serve to initiate the establishment of a Steering Committee that will: (i) oversee the preparation of the Plan based on development objectives and agreed scope; (ii) ensure coordination among key government agencies to be involved in the NSDP preparation; and (iii) provide guidance and direction in all NSDP implementation activities.

### Data collection and review of policies, plans, strategies

1. The consultant shall undertake a comprehensive collection and review of development strategies, plans and policies, and all other existing relevant information, reports, data, documents, maps pertaining to the scope of the NSDP, including inter alia:

* Vision 2030– Development Strategy of Georgia
* Socio-economic development plans, national and regional (when applicable)
* Legal, policy and institutional framework regarding planning at different scales
* Sectoral strategies of Ministries and State Agencies (Economy, Agriculture, Environment, Infrastructure, Economy, Security, Energy, Health, Transport, Tourism, Logistics, Trade, Education, Culture, Climate, etc.)
* Strategies on South Caucasus and transnational cooperation (CAREC, TRACECA, Trans-Caspian International Transport Route, etc.)
* Strategies and plans related to the Maritime area (transport, aquaculture and fisheries, port activities, Black Sea economic cooperation, Black Sea Synergy initiative, etc.)
* Master plan of the main cities (Tbilisi 2019; Batumi 2013 unapproved; Kutaisi – Concept approved in 2023; Rustavi 2014) and Sustainable Urban Mobility Plan (Tbilisi for approval in 2023, Batumi under development)
* Land policy and management, land use data, in particular from the National Agency for State Property, Resorts Development Agency, Agency of Protected Areas, Agency of Mineral resources
* Dedicated policies or programs (e.g., mountains: Strategy for Development of High Mountain Settlements, rural, coast)
* Autonomous Republic of Adjara regulations, past plans (2013) and future strategies
* Statistics (Geostat) and 2014 Census[[17]](#footnote-17)
* High-resolution satellite imagery (when available) , or drone imagery can be taken to increase the level of detail of the existing information.
* International development partners’ strategies and sectoral analysis (World Bank, ADB, EBRD, GIZ, UNDP, USAid, etc.)
* EU-Georgia Association Agreement and priority policy alignment, EU programs and flagship initiatives for Georgia[[18]](#footnote-18).

For data collection, consider the Code disposition to drive the priority data collection. Others possible data, additional links and background information are detailed in Annex *[to be added].*

1. The consultant shall identify any necessary data or information that directly impacts upon the conduct of the NSDP that may be missing and take steps, for example through the conduct of surveys, acquisition of information or satellite imagery, etc. to fill any gap to facilitate the preparation of the Research and diagnosis outputs. The consultant is required to validate the collected data, and the surveys shall be carried out appropriately as required for the analysis.

### Public relations and Communication Strategy

1. At the beginning of the assignment, the consultant shall develop a PR and communication Strategy for the NSDP. This Strategy will help deliver consistent, coordinated, and targeted messaging to achieve specified goals.
2. The consultant will:

* Establish goals (why communicating about NSDP?);
* Define key audiences (to whom will it be communicated?);
* Identify key messages (what to communicate?);
* Create a tactical outreach plan (how to communicate? What communication channels to use? How to distribute the message and use the channels?); among possible support are slogan, logo, animated presentations for promotion and media placement, brochure, etc. The content and purpose of the plan will be reflected in simple language, and supported by understandable drawing and maps;
* Specify a timeline for implementation, with short term action, mid- term, and long term, with clear responsibilities and outputs, as well as an indicative budget.

1. This strategy has to be jointly prepared with SUDA who will approve it. It will be adjusted during the NSDP preparation in order to adapt the message and audience accordingly. A communication and PR company will be recruited by SUDA to implement the communication strategy. The consultant will be tasked to advise SUDA and to share the necessary technical content.

### Stakeholder mapping and Engagement plan (participation and consultations)

1. The preparation of the NSDP should involve all appropriate stakeholders through a series of stakeholder consultation meetings, that will help form the basis for the diagnosis, vision, strategies and prioritization. In order to prepare for it, a mapping and assessment of stakeholders shall be undertaken from the begining and included in the Inception Report to identify the relevant stakeholders from government, non-government and the communities. Among possible stakeholders to consider but not exhaustive:

* The national government representatives, incl. Prime Minister’s office and line ministries
* The ICSP
* Governors of the 10 regions
* Mayors and municipal teams of Tbilisi, Batumi, Kutaisi, Rustavi
* The National Association of Local Authorities of Georgia (NALAG)
* Service and utilities providers (water company, railway company, hydropower companies, port companies, etc.)
* The Delegation of the European Union
* Environmental protection NGOs such as REC-Caucasus, Green Alternative, CENN
* Civil society or associations
* International donors and partners such as WB, ADB, AFD, GIZ, EBRD, KfW, UNDP, FAO, USAid
* Academia representatives
* Youth groups
* Private and business sector representatives (business associations, Investor council, Chamber of Commerce)
* Black Sea related activities (Maritime transport Agency, fisheries, ports authorities)
* Communities, and vulnerable groups such as the elderly, people living in remote mountainous locations, in flood prone coastal zones, etc.
* SUDA’s peer agencies in Turkey, Armenia, Azerbaijan, Kazakhstan, Romania, Bulgaria, Ukraine and Hungary.

1. With many stakeholders involved, the NSDP process will have to deal with many and varied expectations. An understanding of the various stakeholders early on will help determine which consultation strategies can be adopted throughout all the NSDP process, and help reveal challenges and solutions for the plan development and implementation. The mapping will categorise each stakeholder in a matrix according to their level of power/influence (how much can the stakeholder impact the project) and affinity/interest (how much the stakeholders could be impacted by the outcome of the project). It will help determining the two-ways process: (i) how to communicate with them, and (ii) how to give SUDA and the consultant the much-needed insight into the project.
2. Based on this stakeholder mapping and matrix, the consultant will develop a **Stakeholder Engagement Plan** (SEP). 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. It shall serve inter alia (i) to collect qualitative data and stakeholders perception; (ii) to inform them (information); (iii) to seek their feedback and opinion (consultation); (iv) to seek their inputs on the strategies proposal (participation); (v) to respond to questions, complaints and issues possibly arising.
3. For the duration of the NSDP process, the SEP will establish ways to involve stakeholders effectively and efficiently considering the following elements:

* *Who should be involved?* Not everyone should be engaged at the same level, and it will be closely influenced by two questions: Who decides what during planning and implementing steps of the NSDP process? And, Who is ultimately responsible for NSDP planning and development? As the NSDP 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.
* *How should stakeholders be involved?* The type and methodology of engagement will be defined as suitable for a successful result: interviews, public consultations, focus group discussions, large information workshops, plenary, smaller groups meetings, public hearings, online consultation, etc. The engagement shall be conducted with a gender sensitive approach.
* *When should stakeholders be involved?* The envisaged key consultation milestones is indicated (\*) in table 1. The consultant will suggest a methodology to keep communication channels open throughout the process and on a regular basis.
* *Location*: the consultant will suggest options to adequately cover the country (e.g., Tbilisi, Kutaisi, Batumi, East / West Georgia, each 10 regions, etc.)
* *Documentation methods*: a report of all consultations including list of participants (with gender disaggregation), issues raised and responses shall be regularly documented.

### Inception Report workshop

1. The Inception Report Workshop will be the opportunity to:

* Start consultation with the main stakeholders and partners
* Reconfirm the methodology and objectives of the NSDP
* Present data collection/survey program with a gap analysis

In the build-up to the Inception Report workshop, the consultant should work with SUDA and the appropriate authorities to confirm:

* The status of key socio-economic development and spatial plans;
* The initial review of sectors;
* Stated visions and aspirations; and
* Stakeholder communication, participation and consultation strategies.

1. The workshop should be held in advance of the Inception Report submission to ensure that the report can include stakeholder feedback and comments.
2. 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.

### Preparation of the Diagnosis and Spatial Analysis

1. The data collection will be pursued after inception for more in-depth analysis of the situation: interviews with key stakeholders, field research, collection of empirical experience and technical knowledge from residents and experts, etc.
2. The consultant will develop a **Thematic and Descriptive diagnosis** of the national territory and the maritime spatial area, describing the current situation according to the synthesis of the data and information collected during the first stage of the process. The consultant will suggest its own way to categorize what is at stake but should address the following aspects:
   * + Climate, environment and natural resources (natural capital): physical environment; natural resources and potential (water, biodiversity and ecosystems, mining, forestry); protected areas (reserve, landscape, world heritage and cultural assets); risks and hazards; transition to a green economy;
     + Human development (human capital): access to basic services (health, education, water supply and sanitation, solid waste, electricity), qualification, job and vulnerabilities (jobs, poverty, occupational training, digital, university centers); housing, living environment and risks, security, civil protection;
     + Demographic and spatial dynamics: demography (indicators, structure of population by age and by sex, active population, migration, Internally Displaced People), spatial dynamics (Tbilisi, urban agglomerations, productive spaces, rural areas, mountain areas, coast, border areas); tourism dynamics (historical-cultural heritage, resorts areas);
     + Productive system (economic capital): economic sectors (agriculture, industry, services); support to production (access to land, transport connectivity infrastructure - looking at railway connections, municipal transport and regional/rural road network expansion, ports and airports capacities), telecommunication and digitalisation, logistics,; energy (generation, distribution, low-carbon transition);
     + 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, increased decarbonisation in the shipping sector, links with Black Sea economic space
     + Regional integration: south Caucasus regional dynamics, transit and hub function between Asia andEurope, EU integration perspective, infrastructure and constraints for integration; The case of the Autonomous Republic of Abkhazia and Tskhinvali Region will be studied considering (i) a scenario of status quo with Russian occupation; (ii) a scenario of progressive reintegration into the Georgian space.

It will enable the development of base maps for each of the studied themes and present of picture of the situation of Georgia. Maps, diagrams and data visualisations will be circulated for discussion to the relevant stakeholders, so as to help validate the initial analysis.

1. A **vulnerability analysis and climate resilience assessment** will be conducted at the diagnosis stage. The collected data will be used to analyse and map specific vulnerabilities, taking into account the exposure and sensitivity to environmental risks, as well as the adaptive capacity that can help avert potential impacts. The exposure to climate hazards should be considered using both existing and projected climate risks to identify the extent to which the expected population, space and different sectors will be affected. Hazard assessment will include mapping of climate vulnerable species, habitats, and ecosystems, which represent Georgia’s natural capital. The risks and vulnerabilities of mountainous and coastal zones should be clearly georeferenced. This will allow for a rapid identification of the most critical communities, infrastructure, businesses and ecosystems and will contribute to disaster risk reduction (e.g. separating and/ or relocating sensitive land uses from hazardous locations). The consultant will prepare guidelines explaining how the assessment conclusions will be mainstreamed in the NSDP.
2. Based on the previous diagnosis elements, the consultant will develop **a Spatial analysis** to understand the mechanisms underlying the functioning of the system, the level of development of the territory, the causes of the challenges identified, how they relate to each other and their impact on the population. It will consider the estimated demographic growth to 2040 and the required land to accommodate it. This comprehensive analysis will cut across four levels of analysis -thematic topics, spatial scales, interaction between systems and temporal dynamics- and cover a variety of aspects related to prosperity, environment, resilience, energy security, social inclusion, conflict over land use, etc. It will also identify corridors, understood as drivers of balanced and integrated regional development, and policy instruments of economic development, (transnational) spatial development, transportation, and ecology.
3. The Spatial analysis will describe the current situation and highlight issues of planning and development based on the assessment of trends, variables and factors of national spatial organization. A set of spatial analysis maps and territorial profiles will be generated to support the diagnosis and to start identifying the country's main constraints and opportunities, and the development perspectives for the NSDP. The maps and profiles will be packaged into **Diagnosis Working Papers and Maps**, that will be circulated and discussed in order to identify any gaps or misleading interpretations of the data.
4. A **planning and territorial governance analysis** will be developed as part of the legal, institutional and policy diagnosis, and shall cover the following areas inter alia:
   * + Documents and instruments for planning (laws, ordinances, policies, plans, spatial visions, strategies, tools, institutional and participatory mechanisms and regulatory procedures, articulated into different scales or topics).
     + As needed, the specificities of the Autonomous Republic of Adjara will be studied, in view of dedicated methodological approach given its special institutional nature.
     + Key stakeholders and institutions in charge of approving, implementing, updating, and regulating key planning documents (ex. building code, building permit, zoning, taxation laws, disaster risk management plans, climate action plans, heritage policy, housing policies, etc.)
     + Constraints and weaknesses for governance (regulatory framework, financing, information gaps, cooperation between actors, etc.)

This analysis will serve as an initial assessment of the status of the enabling environment and institutional arrangements for spatial planning in Georgia, in view of the future implementation of the NSDP.

### SWOT analysis

1. Based on the validated spatial and statistical analysis maps, the consultant will initiate a strengths, weaknesses, opportunities and threats (S.W.O.T.) analysis process. It will help identify the main challenges and opportunities and determine enabling and constraining factors:
   * + Strengths would correspond to the advantages of Georgia and what makes it unique. They are the major assets which the country can use to further reach the NSDP objectives (balanced development, improved quality of life for all, etc.). It also includes the factors which the public actors have some control to influence;
     + Weaknesses would be Georgia’s issues and what restricts its development, the key challenges the country has to overcome through actions. It also includes external factors which the country or regions have limited or no control over but needs to be aware of.
     + Opportunities are the external and hidden assets that can be worked upon to become strengths (e.g. touristic potential, etc.)
     + Threats are the external problems that may affect the development, for which proactive action must be taken to limit their consequences (e.g. coastal areas highly exposed to natural and climate risks, shrinking areas with increased unemployment, etc.)
2. The SWOT analysis will be tabled for discussion with relevant stakeholders, as per the SEP guidance and will be refined according to the feedbacks.

1. The result of the SWOT will be spatially translated into maps that will facilitate tradeoff 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 prioritised 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.
     + Spatial challenges or opportunity map(s), based on the S.W.O.T analysis.

The results will be discussed with the Steering committee and will be used to develop the strategic development scenarios.

### Development of Database and Spatial Information architecture

1. While collecting data, the consultant shall start setting up a spatial information database to be handed over to SUDA upon completion of the Final Plan. Data verification and triangulation is essential to avoid inaccurate or outdated datasets that would not reflect the reality on the ground. It will constitute the background data for further establishing the Spatial Information System and platform related to the NSDP.
2. The consultant will review the national standards of collecting, storing, updating and sharing spatial data and metadata as well as digital information in general. In particular, the database shall be aligned with the requirement of the Georgia National Spatial Data Infrastructure – NSDI Project[[19]](#footnote-19), aiming at producing geographic data, electronic services and metadata in accordance with the principles of harmonization and interoperability. The consultant will develop guidelines to help SUDA deal with common coordinate and projection systems, database organization, base maps, and metadata , theirs format, data accuracy verification and quality check tools..
3. The consultant will plan for and start developing a web-based interactive mapping application. The consultant will develop a proposed technical architecture for both the common urban geodatabase and mapping platform software to leverage the database. The consultant will identify key data and information that will be used by the system. Data will be organized, formatted, and loaded into the application database.The consultant will summarize takeaways of the Research and diagnosis phase into a Geographic Information System (GIS) including a compendium of thematic and analytical maps, alternatively referred to as an **Atlas**, which will be accessible, searchable and able to be updated through standard web browser applications.

### Research and Diagnosis Workshop

1. The Research and Diagnosis Workshop concludes the assessment phase and must be planned and executed in a transparent and participatory manor. The key subjects to be addressed and taken forward include:
   * + The main findings from the thematic maps, profiles report and spatial analysis
     + Vulnerability and climate resilience assessment, with guidelines to mainstream in the plan,
     + Planning and territorial governance analysis,
     + SWOT analysis,
     + Initial ideas and proposals for the Vision phase.
2. The workshop should take place prior to the submission of the Draft Research and diagnosis Report to ensure that the discussions held, and the outcomes achieved, can be adequately reflected in the report.

## **Stage 2 Vision and Strategy phase**

### Strategic development scenarios

1. The consultant will develop strategic development scenarios to assess the possible future spatial structure, to help define the strategic vision. The scenarios will be based on the diagnosis findings, in particular the SWOT and its maps. Current tendencies, optimistic, and pessimistic scenarios shall be defined, or any other scenarios deemed relevant by the consultant, considering environmental and economic ambitions, social transformation, trade-offs, the need for a balanced urban system, a new urban rural relationship, and integrated corridors. Each scenario will have an associated narrative, that will help facilitate discussions to reach a consensus on the vision.

### Strategic Visioning Workshops

1. The NSDP is the opportunity to introduce national-scale spatial planning and spatial considerations into sector policies and strategies, and to create a “connective tissue” to integrate and harmonize them. It is important that the NSDP reflects this in a clear vision capturing what the Plan is seeking to achieve for a 2040 horizon. In line with the SEP, the consultant will implement a series of strategic visioning workshops in the country. This future-thinking exercise will be organized with relevant stakeholders in such a way to ensure a collective and agreed definition of the NSDP Vision, mission and strategic goals. The methodology to conduct this process will be agreed with SUDA.

### Definition of Strategic directions

1. The consultant will progressively refine the written statement of the Vision, and will formulate a Strategy to accompany the vision. The strategy sets out strategic development goals, instrumental to the achievement of the vision, and specific objectives of the plan, which will lead to a series of results-oriented actions to be performed over a period of time, the effectiveness of which will be measured through key indicators. The development of the strategy will rely on a robust evidence base from the diagnosis, the outcomes of several public consultations, the assessment of the options/alternatives. Through this process, the coherence of the current policies and investment strategies will be verified, and harmonization sought at the national and regional scales. It will provide a broad indication of the overall scale of development in the country up to 2040 and will be the basis to identify concepts, spatial strategies and detailed policies and proposals for planning and implementation (phase 3 and 4). It will be crucial to keep the ICSP well informed at this stage.

### Vision and Strategy final Workshop

1. The result of the facilitated strategic visioning workshops will be the NSDP Vision, mission, strategic goals, and specific objectives. The whole process and the outcomes achieved will be documented and the consultant will reflect it in the Vision and Strategy report.
2. The final Vision and Strategy will be validated by SUDA during the Phase 2 final Workshop where scenarios will be presented together with the conclusions of the visioning exercise. Initial ideas to prepare for phase 3 will be shared.

## **Stage 3 Concept phase (Draft NSDP)**

### Development of Spatial strategies and Deep dives

1. The Code specifies that “*the Concept for Spatial Planning 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 detail the spatial Strategy, explaining how the plan addresses the Strategic development goals and concretely responds to them.
2. The consultant will “spatialise“ the vision and goals and map concrete proposals and measures. For each goal and specific objectives, the spatial strategies will consider:
   * + territorial balance,
     + reduction of inequalities and improvement of the conditions of life in all regions of the country,
     + functional hierarchy of settlements and functional areas,
     + green and blue corridors, to ensure appropriate interconnectivity and an optimum achievable quantity and quality of environmental space,
     + specific areas of interest/ of planning (e.g. areas of transformation, consolidation, extension, densification, regeneration, conservation),
     + promotion of the potentials of Georgian regions,
     + landscape planning for natural, rural, urban and peri-urban areas,
     + integrated management (e.g. coastal area),
     + adaptation actions to respond to vulnerabilities and risks.

Some Spatial strategies will apply to the national scale and others will consist in “deep dives”, considering specific regional issues, sector specific issues and urban development scenarios at different scales. The topic selection of the Deep dives will be confirmed during the Diagnosis phase and could cover as possible initial ideas:

* + - Tbilisi agglomeration urban growth scenario, looking at policies that facilitate the clustering of firms in and around established urban centers, key transport and communication infrastructure, existing capital and labor markets. The Deep dive could forecast the opportunities created by the new set of key transport and logistics infrastructure and identify what urban planning measures will further support the metro Tbilisi area as the national engine of growth
    - Batumi agglomeration urban growth scenario, looking at policies and interventions leveraging on the dynamism of the city and the future constraints given the current state of development.
    - Rural areas, identifying and mapping regional opportunities for further modernization of agricultural production, extension services, and the provision of health and education services to lagging regions.
    - Integrated and resilient coastal management,
    - Brownfields reclamation opportunities, particularly in post-industrial areas (Rustavi, Chiatura, etc.)
    - *[To be completed / updated after the conference]*

1. The consultant shall prepare an **Interim Concept Plan report**, presenting the different strategies. Each spatial strategy will be developed in line with the Vision and strategic goals, justified and represented graphically. Suitable maps, plans, diagrams, presentations, and other graphical approaches will be developed to facilitate the understanding of the proposed strategies. Indicators of measurements will be formulated to detail how the objectives will be monitored. The consultant will adjust the strategies as appropriate to reflect the comments and feedback received.

### Strategic Environmental Assessment

1. The Strategic Environmental Assessment (SEA) is a requirement of the Code (Art. 10) and it “*is designed to study potential impacts on environmental and human health resulting from implementation of the plan”.* It will be informed by regulations, existing studies, public hearings, and consultations and in accordance with the Environmental Assessment Code.
2. Given the scale and horizon of the NSPD, it is expected from the consultant to apply the SEA to selected relevant spatial “deep-dives” mentioned above, at regional or urban scales. Such specific components should be subjected to specific SEAs, considering positive and adverse effects on environment, such as: air quality, noise, hydrology and hydrogeology, aquatic flora and fauna, terrestrial flora and fauna, ecosystem services, endangered species, critical habitats and other ecological (sensitive) areas, legally protected areas, landscape, zero-carbon development, pollution prevention, resource efficiency, biodiversity conservation, sustainable management of living natural resources. The SEAs will describe the level of risk (occurrence and potential severity) of each environmental risk that can impact the environment and the people and will identify remedial actions.

### Institutional, policy and capacity gap analysis

1. The consultant shall analyze the enabling and implementing environment of the NSDP and shall conduct a review of the policy, institutional and governance aspects focusing on the key government organizations, with particular reference to the proposed spatial strategies. The review will include inter alia: urban governance, legal and regulatory frameworks, policy, financial arrangements, organizational staffing, planning practices, participatory development.
2. While reviewing the policy and institutional aspects, the consultants will explore and document issues that will impact on the successful execution of the NSDP. The consultant will prepare a gap analysis to highlight possible incompatibilities with legal requirements, or missing policy and institutional aspects. They will also examine policy coherence and alignment of sectoral strategies. In relation to this task the consultant shall conduct a capacity needs assessment with the key objective of identifying where implementation strengthening is required.

### Web-based plateform development

1. The consultant will proceed with application design and development. The consultant will create iterative wireframes and develop designs for an intuitive workflow that supports both general and administrative users. Based on final application design elements, interactive web-based maps will be iteratively developed and tested prior to implementation and deployment. The draft e-atlases will be shared with key stakeholders. The consultant may also be asked to create data visualizations to support formal report development.

### Stage 3 Concept Plan Workshop

1. The Concept Plan Workshop is to be a key discussion workshop under the NSDP preparation. The key subjects to be addressed and taken forward include:

* Presentation of all spatial strategies responding to the approved Vision
* Strategic Environmental Assessment
* Institutional, policy and capacity development gap analysis
* Web-platform design and e-atlases presentation

1. The workshop should take place prior to the submission of the Draft Concept Report to ensure that the discussions held, and the outcomes achieved, can be adequately reflected in the report.
2. The Concept Plan (or draft NSDP) will be approved by SUDA and the ICSP.

## **Stage 4 Final Plan phase**

### Identification of Strategic and Catalytic Programs

1. The consultant will identify strategic and catalytic programs to further enhance the spatial strategies. A long list of programs, actions or investments will be prepared, in line with the NSDP Vision and Strategy.
2. The consultant will develop a set of robust criteria to select the strategic and catalytic programs and carry out a multicriteria analysis to prioritize the programs over time. Such criteria should respond to the NSDP goals (strategic projects could be linked to more than one goal) and could include, but not be limited to, the impact and benefits to residents, anticipated economic impact, stakeholder preference, level of complexity/ ease of implementation, estimated broad-brush cost, anticipated environmental impact, degree of contribution to climate resilience and low carbon pathways, landscape considerations.
3. The selection of the priority programs should involve all appropriate stakeholders through a series of stakeholder consultation meetings.

### NSDP Implementation Roadmap and guidelines

1. The consultant will examine how the strategies can be implemented and monitored and will propose tools and mechanisms accordingly. Based on the gap analysis and considering all factors influencing the NSDP implementation, the consultant shall recommend suitable implementation arrangements. The following aspects shall be considered:
   * + - 1. Recommendations on **national and sub-national legal and regulatory framework**. In case reforms and governance restructuring would be identified, they should be considered necessary, not only for the implementation of the NSDP, but also for the improvement of the regional and urban planning context in Georgia in general.
         2. **Institutional sytem**, as a prerequisite of the effective achievement of the NSDP’s objectives. Recommendations for organizations and institutions responsible for spatial planning and socio-economic policy shall be described, incl. the roles and responsibilities of key stakeholders, steering bodies in charge of the implementation. Particular attention will be paid to the multilevel coordination (national /regional / local, as well as functional area coordination).
         3. **Policy coherence 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 between the sectorial development plans and the spatial planning and urban development plans of Georgia. Particular attention should be given to landscape planning, protected areas planning, integrated costal and watershed planning.
         4. **Plans and Strategies at regional, functional and city level.** The actions of regional and local authorities will be key to the success of NSDP implementation and there will be a need to continue developing planning documents at different scale and to support local actors. NSDP determinations should then be reflected in all lower-tier planning instruments, whether regional or urban development plans. The consultant will therefore prepare guidelines for planning at regional, functional and municipal levels considering the NSDP dispositions and directions.
         5. **Financial implementation instruments.** The consultant shall describe the system and sources of funding and explore how to set the basis for the development of a financial strategy to implement the NSDP. They 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 NSDP implementation.
         6. **Capacity development** for planning and management. Based on the gap analysis and recommendations, the consultants shall prepare a road map for capacity development covering institutional development, policy, and organizational development. The capacity building and institutional development road map shall be divided into short, medium and long-term components.
         7. **Monitoring system**. The consultant will develop a Monitoring and Evaluation Framework (MEF) with indicators linked to the goals and targets, in order to monitor the overall progress of the plan. The MEF will include clear and measurable indicators, establish a baseline and precise a timeframe to monitor the achievement of these indicators throughout the implementation process. It shall support decision-making over the spatial policy system.
         8. **Phasing of implementation.** The consultant shall define a phased approach and prepare an implementation plan for the short, medium and longer term. The final list of prioritized investments and interventions will be included, as well as various supporting measures such as communication to the wider public and participation. For the short term, it will detail the priority actions (e.g., integration of NSDP orientation in policies development, preparation of planning documents for priority areas and strategic zones, pre-feasibilities studies for prioritized projects identified in the NSPD, etc.).
2. The effectiveness of planning implementation is crucial to spur a planning culture in Georgia. Therefore, providing sound and grounded recommendations to SUDA is an essential step of the Plan finalization. The consultant shall develop a set of guidelines and recommendations (legal and regulatory reform, institutional system, sectoral alignment, preparation of local plans, financial instruments, monitoring and evaluation framework, capacity development program), that will constitute the overall NSDP Implementation Roadmap. It will also constitute the basis for future technical assistance supported by international donors and shall be developed in close collaboration with SUDA.

### Finalization of a Web-based mapping platform and Atlases

1. The spatial and urban development planning information system is another essential part of the implementation and enabling environment. Throughout the duration of the NSDP preparation, the consultant will complete the **Atlases** (paper and online) with takeaways of the Concept and Final phase. The online web version of the Atlas will be made available, with the main thematic and analytical maps. The purpose of the information system is to create the most complete and objective information database for spatial planning and urban planning, which will be maintained at the country level by SUDA, and can be based on various information databases. Such information system will also include the procedures and methods for recording, updating and processing geoinformation as a basis for planning information systems, in view of the future activities of urban land-use planning, regional planning, national spatial planning as well as their accompanying sectoral planning (transport planning, nature conservation).
2. The consultant will prepare and deliver a training session supported by written training materials to ensure that SUDA can manage the web-based interactive mapping application.

### Stage 4 Draft Final Report workshop

1. The consultant shall consolidate and compile all data, findings, analysis and strategies into the Draft Final plan Report, that will be presented during the workshop. All aspects of the NSDP shall be presented to SUDA, the ICSP, cities and other key stakeholders at a Draft Final Report Workshop. Views expressed will, in addition to subsequent written comments, be incorporated into the preparation of the Final Report as appropriate. The Final Plan will be approved by SUDA and the ICSP.

# DELIVERABLES AND TIME SCHEDULE

1. The expected completion periods as indicated in Table 2 are indicative and will be subject to review during the course of the NSDP inception period.

**Table 2: Deliverables, Milestones and Payment Schedule**

**(…\_**

1. The expected deliverables are as follows:
   * + - 1. **Inception Report.** This report will include:
     + Methodology of the NSDP
     + Public relations and communication Strategy
     + Stakeholders mapping and Engagement plan.
     + A gap analysis and data collection/survey program
     + Initial understanding of the status of key country development and stated visions and aspirations.
     + Methodology for web-based platform development.
     + Required changes to the outline scoping of the proposed works, if any.
       - 1. **Research and Diagnosis report.** This comprehensive report will include:
     + Executive summary
     + Complete problem description, territorial profiles, and Spatial analysis
     + Vulnerability and Climate resilience assessment, with guidelines to mainstream it in the NSDP.
     + Territorial governance analysis
     + Final SWOT analysis
     + A draft GIS Atlas with thematic and analytical maps
     + Database loading and configuration and spatial information architecture, with application design
     + A summary of stakeholder engagement activities
     + A summary of training and knowledge transfer activity to SUDA and other local agency staff, including training material.
       - 1. **Vision and Strategy Report.** This report will include:
     + Executive Summary
     + Strategic Scenarios
     + Strategy including (i) the agreed vision for Georgia towards 2040; (ii) mission; (iii) strategic goals ; (iv) specific objectives
     + a summary of stakeholder engagement activities
       - 1. **Concept Plan Report.** This report will include:
     + Executive Summary for decision-makers
     + Detailed Spatial Strategies, incl. indicators of measurements
     + Strategic Environmental Assessment
     + Institutional, policy and capacity gap analysis
     + a draft Spatial Information System with final application design and draft e-atlases
     + a summary of stakeholder engagement activities
     + A summary of training and knowledge transfer activity to SUDA and other local agency staff, including training material
       - 1. **Final Plan Report.** This report will include:
     + Executive Summary for decision-makers
     + The National Spatial Development Plan, incl. full implementation Roadmap and the selection of prioritized Strategic and Catalytic programs
     + A web-based mapping tool with related Spatial data Information System and training material, and the Final Atlas (paper and online)
     + Stakeholder Engagement Summary Report.
     + Training and knowledge transfer Summary report
     + ICSP, AB and team composition
     + All annexes with additional maps, data, analysis, presentations, etc.
       - 1. **Monthly Reports.** The consultant will submit every month a brief report highlighting key progresses and main issues to be addressed. The report will be shared with SUDA and will be used for project management purposes.
         2. **Ad-hoc presentations to the ICSP**. Regular reporting will be organized to the ICSP (estimated about four times a year). 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.

# IMPLEMENTATION ARRANGEMENTS AND REPORTING

1. 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.
2. **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 consulting firm will report to the assigned SUDA Project Manager or his/her designated representative. A **Steering committee** will be created in coordination with SUDA; it will be composed of nominated representatives from key agencies of the ICSP. Its role will be to (i) perform technical follow-up on behalf of the ICSP, (ii) ensure smooth communication and information sharing; (iii) receive monthly progress updates; (iv) provide timely support on access to relevant data and stakeholders as necessary; and (v) review deliverables. The ICSP holds more of a political function and will approve the firm selection, the Concept report, and the Final Plan. On a consultative and ad-hoc basis, an **Advisory Board** could be convened: it is composed of a selection of local and international experts and its role is to advise SUDA on specific issues and to share best practices. The precise details of the communication structure will be advised at the project inception stage.

(…)

1. 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. • Harmonise 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. [↑](#footnote-ref-1)
2. On the Creation of the Government Commission for the Development of the General Scheme of Spatial Planning of Georgia "Georgia 2030"" of the Government of Georgia on March 9, 2015, No. 89 Regarding, Resolution No. 604 of December 29, 2022 [↑](#footnote-ref-2)
3. 3.7 million Georgians are living in the 10 regions. In addition, there are 0.2 million in the Autonomous Republic of Abkhazia, 0.02 million in Tskhinvali Region and 1.4 million abroad [↑](#footnote-ref-3)
4. <https://documents1.worldbank.org/curated/en/243691579100987298/pdf/Migration-and-Remittances-in-the-Former-Soviet-Union-Countries-of-Central-Asia-and-the-South-Caucasus-What-Are-the-Long-Term-Macroeconomic-Consequences.pdf> [↑](#footnote-ref-4)
5. <https://georgia.unfpa.org/sites/default/files/pub-pdf/2.%20Ageing-Engl_Print_F.pdf> [↑](#footnote-ref-5)
6. https://hdr.undp.org/data-center/specific-country-data#/countries/GEO [↑](#footnote-ref-6)
7. <https://www.geostat.ge/en/modules/categories/192/living-conditions> [↑](#footnote-ref-7)
8. <https://data.worldbank.org/indicator/SI.POV.GINI?locations=GE> [↑](#footnote-ref-8)
9. <http://regions.geostat.ge/regions/tbilisi.php?lang=en> [↑](#footnote-ref-9)
10. Cf. para 3 of Article 4. Spatial Planning and Urban Development Planning Objectives of the Code of Spatial Planning, Architectural and Construction activities of Georgia: “ *The main goals of spatial planning of Georgia shall contribute to its full integration with the basic requirements of European and international development.“*  [↑](#footnote-ref-10)
11. <https://www.geostat.ge/en/modules/categories/683/Employment-Unemployment> [↑](#footnote-ref-11)
12. <https://www.geostat.ge/en/modules/categories/565/environmental-indicators> ; <https://www.geostat.ge/en/modules/categories/73/environment-statistics> [↑](#footnote-ref-12)
13. <https://ich.unesco.org/en/state/georgia-GE> : Chidaoba wrestling, [Living culture of three writing systems of the alphabet, Ancient traditional Qvevri wine-making method, and](https://ich.unesco.org/en/RL/living-culture-of-three-writing-systems-of-the-georgian-alphabet-01205) P[olyphonic singing](https://ich.unesco.org/en/RL/georgian-polyphonic-singing-00008) [↑](#footnote-ref-13)
14. <https://whc.unesco.org/en/statesparties/ge> : Cultural (3): [Gelati Monastery](https://whc.unesco.org/en/list/710), [Historical Monuments of Mtskheta](https://whc.unesco.org/en/list/708), [Upper Svaneti](https://whc.unesco.org/en/list/709), and Natural (1) [Colchic Rainforests and Wetlands](https://whc.unesco.org/en/list/1616) [↑](#footnote-ref-14)
15. <https://unfccc.int/sites/default/files/NDC/2022-06/NDC%20Georgia_ENG%20WEB-approved.pdf> [↑](#footnote-ref-15)
16. *Concept* is also referred to as ‘*draft NSDP*‘ in the Code. [↑](#footnote-ref-16)
17. Next Census will start in 2024. [↑](#footnote-ref-17)
18. 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. [↑](#footnote-ref-18)
19. <http://nsdi.gov.ge/en/> [↑](#footnote-ref-19)