



Completion Report

Project Number: 49367-001
Technical Assistance Number: 9220
October 2020

Georgia: Livable Urban Areas: Integrated Urban Plans for Balanced Regional Development

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TECHNICAL ASSISTANCE COMPLETION REPORT

TA Number, Country, and Name: TA 9220-GEO: Livable Urban Areas: Integrated Urban Plans for Balanced Regional Development		Amount Approved: \$1,000,000	
		Revised Amount: Not applicable	
Executing Agency: Ministry of Regional Development and Infrastructure of Georgia (MRDI)	Source of Funding: Technical Assistance Special Fund (TASF-V)	Amount Undisbursed: \$44,574.08	Amount Used: \$955,425.92
TA Approval Date: 4 November 2016	TA Signing Date: 8 December 2016	TA Completion Date	
		Original Date: 31 December 2018	Latest Revised Date: 30 June 2020
		Financial Closing Date: 24 August 2020	Number of Extensions: 2
TA Type: Policy and advisory TA		TA Arrangement: Not applicable	

Description

The Asian Development Bank (ADB) approved on 4 November 2016, the policy and advisory technical assistance (TA) for Livable Urban Areas: Integrated Urban Plans for Balanced Regional Development to help the Government of Georgia mainstream integrated urban development in a participatory manner by enhancing the planning of selected urban area clusters and prioritizing investments, to achieve more balanced regional development. The government's strategic priorities for the regions focus on building economic competitiveness through accessible tourism development, cultural and historical heritage conservation, local economic development, and agribusiness.

The TA initiated a programmatic and integrated urban development approach to address the issues of (i) unplanned urbanization and uneven spatial distribution, (ii) lack of urban infrastructure and services, (iii) limited capacity in urban governance and institutions, and (iv) low financial sustainability in infrastructure operation and maintenance, by enhancing the planning of and the policies related to secondary towns. The development of livable urban areas with improved infrastructure and services helps realize Georgia's potential for sustainable urban development as identified in the Georgia National Urban Assessment. The TA assisted Georgia in mainstreaming integrated urban development through participatory planning using innovative tools and methods such as city visioning, action planning and investment prioritization through integrated urban action plans (IUAPs) and urban management partnerships (UMPs), thereby strengthening stakeholder participation and institutional capacity, as well as promoting the development of inclusive, environmentally friendly, and economically competitive urban clusters and economic corridors.

The TA built on the Livable Cities Framework capitalizing on the 3Es (Economic competitiveness, Environmental sustainability, and social Equity) developed under the ADB Urban Operational Plan 2012–2020 and GrEEEn Cities Initiative and further expanded it to the 5E Livable Cities Framework to include Enablers and Engagement, thus contributing to ADB's Livable Cities Operational Plan 2019 prepared to deliver operational priority No. 4 for Making Cities Livable under ADB Strategy 2030.¹ Building on existing operations in urban transport and infrastructure services to develop a robust investment pipeline, the TA piloted a programmatic approach to integrated urban operations in Georgia.

Expected Impact, Outcome, and Outputs

The impact of the TA was inclusive economic growth and improved livability in selected urban areas in Georgia (Georgia 2020) and cities and human settlements made inclusive, safe, resilient, and sustainable (Sustainable Development Goal 11).² The outcome was enhanced capacity for integrated urban planning and management of livable urban areas. The outputs were: (i) IUAPs for selected cities, secondary towns, and urban areas prepared; (ii) UMPs to improve core planning and management competency identified; and (iii) institutional and financial sustainability mechanisms for the sustained provision of urban services improved.

¹ ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

² Government of Georgia. 2014. *Social-Economic Development Strategy of Georgia (Georgia 2020)*. Tbilisi; and United Nations. 2015. *Transforming Our World: The 2030 Agenda for Sustainable Development*. New York.

Implementation Arrangements

The TA was implemented over 44.5 months from 4 November 2016 to 30 June 2020 by a multidisciplinary team at ADB headquarters including support from the Urban Sector Group, Gender Equity Thematic Group, and Social Development Thematic Group of the Sustainable Development and Climate Change Department (SDCC), the NGO Center with the Youth for Asia team, the Georgia Resident Mission, an individual project coordination and urban research consultant, a TA firm with international experts for the IUAPs (outputs 1a–b), a local NGO for Inclusive Urban Area Guidelines (output 1c), an individual international twinning consultant for UMPs (output 2), and an individual international institutional and finance expert (output 3). A total of 45 person-months (17 international, 28 national) of consulting inputs were rendered under the TA against the planned 83 person-months (43 international, 40 national). In addition, a Youth Project Designer was engaged as a resource person to mobilize youth participation and facilitate the city visioning and stakeholder consultation workshops in the project cluster cities of (i) Anaklia–Zugdidi, (ii) Mestia–Ushguli, and (iii) Akhmeta–Telavi–Tbilisi in Georgia from 30 October to 8 November 2017. A copy editor and a graphics designer were also engaged for the preparation of the online publication of the Inclusive Urban Area Guidelines. The TA was extended twice. The first extension was approved on 5 September 2018 and was due to the political–local elections in Tbilisi leading to delay in the start of the activities. The second extension was approved on 28 June 2019 and was requested due to delays in obtaining government clearance for the publication of the draft Inclusive Cities Guidelines and government's confirmation of the UMP twinning activities. For the diverse outputs of this TA, the recruitment of different consultant services (firm, NGO, individuals international and national consultants) was beneficial and satisfactory. Consultant inputs were delivered from March 2017 to June 2020. The TA outputs of the firm for IUAPs were delivered in six phases from August 2017 to March 2019 as shown in Appendix 3.

Conduct of Activities

The activities under the TA were accomplished with high quality outputs and activities. Below are milestones achieved.

Output 1. IUAPs prepared for selected four urban area clusters serve as the basis for the ensuing investment loan: Livable Cities Investment Program for the Regions and Tbilisi for \$120 million. Four IUAPs were finalized and endorsed by the government in June 2019 with strong stakeholder participation of 341 citizens and decision-makers in city visioning (September–December 2017) and investment prioritization (March–August 2018) consultation workshops, of which 52% were women participants. Rapid assessments of investment needs for the urban clusters were conducted by March 2018 (original September 2017). City Visioning and “design charrette” workshops for Tbilisi were postponed to September 2018 due to local elections. Inclusive Urban Area Guidelines for adapting the built environment for the differently-abled, elderly, and children using universal design and accessibility standards were prepared (including a manual in English and Georgian, and an e-module for training) and endorsed by the Parliament of Georgia, United Nations Development Programme and Georgian National Tourism Administration (GNTA).

Output 2. UMPs to improve core planning and management competency identified. An international individual consultant along with the consulting firm identified potential learning partners, held in-country training workshops and technical discussions and prepared an urban twinning or peer-to-peer learning program, and implemented a road map for livable urban areas by November 2018. The TA piloted the innovative UMP program which (i) identified opportunities in project clusters (e.g., supporting further development of recently established Destination Management Organizations in Kakheti and Samegrelo Zemo Svaneti regions); (ii) facilitated pilot UMP between North Bend (United States) and Mestia municipalities focusing on development control, parking and municipal finance; and (iii) successfully promoted UMP with the MRDI, the GNTA, and regional governments. A pilot UMP for Mestia–North Bend in United States was endorsed and implemented with three mentor visits (a one-week diagnostic visit, and two on-the-job training two-week visits) involving the mayor and four mentors from North Bend. A one-week mentee visit to North Bend involved Mestia's mayor and three staff. Sixteen knowledge products were developed and disseminated by June 2019.

Output 3. Institutional and financial sustainability mechanisms for the sustained provision of urban infrastructure improved. An independent consultant conducted an institutional capacity, financial systems, and governance assessment and recommended actions by August 2019. Capacity development plans were developed and accepted for key implementing agencies.

The TA team conducted missions for inception, interim (urban profiling and city visioning), investment planning and project prioritization, and completion. As part of these as well as separately by the consultants, the following workshops and trainings were conducted: rapid assessment; city visioning/SWOT analysis; stakeholder consultations; site visits; investment plan and project prioritization; Inclusive Urban Area Guidelines training pilots; UMPs diagnostic site visits; UMPs partner city visits; and final consultations. The delivered knowledge products are provided in Appendix 4. Majority of the activities were conducted as planned, although the recruitment modality was changed to single source selection from consultant quality selection for the NGO for the preparation of the Inclusive Cities Guidelines, and a delay in the start of the Tbilisi component due to the local elections in Tbilisi resulted in an extension of the TA by 18 months (from 31 December 2018 to 30 June 2020).

Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	<p>The TA was <i>highly relevant</i> and continues to be so for achieving its overall objective to introduce and strengthen integrated urban development approaches in the spatial, economic, and investment planning of concerned national ministries and agencies (e.g. Ministry of Regional Development and Infrastructure, Ministry of Economy and Sustainable Development, Ministry of Finance, Municipal Development Fund, United Water Supply Company of Georgia, Roads Department, GNTA), and their concerned sub-national counterparts, focusing on the four government-identified regional clusters around Mestia, Zugdidi, Telavi, and Tbilisi. The intended TA outcome was fully aligned with the stated development priorities.</p> <p>(i) Strategic alignment: The TA was highly relevant in piloting the integrated urban development approach and introducing upstream participatory planning and city visioning methods for a systems approach to urban and regional planning. This was the first Livable Cities TA approved in November 2016 and was a precursor to Operational Priority No. 4 for Making Cities Livable in Strategy 2030. The TA was innovative and transformative and portrayed significant demonstration and replication value for Livable Cities across the region. The TA was aligned with ADB Strategy 2030 and with government priorities and development needs for regional balanced development, tourism development and local economic development.³</p> <p>(ii) Design relevance: The TA project design and results chain were sound without need for any change in scope during the course of implementation. The TA had appropriate components and the envisaged activities, outputs, outcome, and impact were realistic, given the specified time frame, funding and country capacity.</p> <p>(iii) Rationale for TA operations: The modality of the TA as a policy and advisory TA was appropriate as it also covered institutional strengthening, policy framework and the application of these in preparing an investment pipeline. The timely upstream support enabled investment planning for resulting in a well-designed ensuing pipeline. ADB played a transformative role in introducing integrated urban development and participatory planning through this TA. The target groups and stakeholders were defined and strongly involved in the implementation of the TA.</p>	Highly relevant
Effectiveness	<p>The TA was <i>highly effective</i> as it more than met the target outputs and outcome in line with the TA objectives (see design and monitoring framework achievements). These deliverables and activities effectively contributed to the preparation of the ensuing ADB Livable Cities Investment Program for \$125 million and Project Readiness Facility for \$15 million, taking forward the integrated planning and investment approach for the four urban clusters and strengthening participants' capacities in this regard.</p> <p>Output 1. The four IUAPs are the basis for the investment loan. The Inclusive Cities: Urban Area Guidelines for adapting the built environment for differently-abled persons, elderly, women, youth, and children raised awareness and knowledge as the ICC A117.1 Standard for Accessible and Usable Buildings and Facilities was not available in Georgian and its applicability was not explained in simple terms. As a result, the government started new reforms and will adopt a new national standard on accessibility of built environment for the differently-abled.</p> <p>Output 2. Three UMP training and diagnostic site visits and four UMP partner city visits (3 in Mestia and 1 in North Bend, United States) were conducted, with 100% of participants finding them useful for planning, delivering, and managing integrated urban infrastructure and services, and 33% of participants being women, 3 of the 4 mentees from North Bend who visited Mestia were women. One UMP agreement was endorsed by the government. Sixteen knowledge products were developed and disseminated, including four IUAPs published online on an innovative geographic information system (GIS) platform, one Inclusive Urban Area Guidelines manual and one training e-module in English and Georgian, one blog posted on ADB's Asian Development Blog, nine animated videos on Livable Cities and IUAPs uploaded online in English, Georgian, and Russian, with two of these products having a section on gender issues in urban planning.</p> <p>One-ADB Collaboration. The TA also supported the implementation of ADB's technical assistance for Promoting Gender Equality and Women's Empowerment - Future Cities, Future Women Initiative⁴ by providing technical guidance for urban planning, participation</p>	Highly effective

³ Government of Georgia. 2014. *Social- Economic Development Strategy of Georgia (Georgia 2020)*. Tbilisi.

⁴ ADB. 2014. *Technical Assistance for the Promoting Gender Equality and Women's Empowerment (Phase 2)*. Manila (TA 8797-REG).

Criterion	Assessment	Rating
	<p>in a workshop in April 2018 to link urban planning and gender sensitive design and contributed to the preparation of two gender sensitive urban planning publications—Inclusive Residential Areas Development Guidelines and Inclusive Parks Guidelines as peer reviewer. A peer-to-peer exchange was supported between the Tbilisi Urban Planning Department and the city planning office of Vienna, Austria. A follow-on subproject under the SDCC governance thematic group's technical assistance for Strengthening Institutions for Localizing Agenda 2030 for Sustainable Development⁵ was jointly processed by CWUW and SDCC and approved for \$200,000 in April 2020 as a result of the partnership. These TA deliverables and linked activities have initiated three peer-to-peer learning partnerships that will be beneficial to the government and ADB activities in the urban sector.</p> <p>Output 3. Recommendations on financing modality were accepted by the government. Institutional capacity building plan for key urban service providers with key performance indicators were prepared and endorsed. These deliverables and activities have provided early inputs on capacity gaps to enable the effective implementation of the ensuing ADB Georgia Livable Cities Investment Program (LCIP) and strengthen executing and implementing agencies' capacities in delivering multi-sector projects.</p>	
Efficiency	<p>The TA was <i>efficient</i> as all of the outputs were achieved on time, within budget, and with some savings realized (\$44,574). The TA experienced a delay of 12 months as sub-national elections in Tbilisi took place in October 2017 and until changes in the administration, decision-makers and new staff appointments took place, there was no mitigation measure available to move forward with the Tbilisi cluster given the political nature of the delay. A further 6-month delay was due to the publication timeline of the Inclusive Urban Area Guidelines. The project was well managed in the delivery of project activities and provision of resources both human and financial.</p> <p>Process efficiency. Procurement was completed on a timely basis, for the recruitment of one international consulting firm and three international individual consultants. The consultant packages were advertised and mobilized as planned. The recruitment of the NGO was delayed due to lack of competition requiring additional time to move to single source selection. All recruitment followed ADB guidelines and packages had strong competition. The international consultants' services were rated excellent while the national NGO was rated satisfactory.</p> <p>Time. All planned activities leading to project outputs and the project outcome were undertaken. All outputs and deliverables were achieved as anticipated despite the political delay in the start of the Tbilisi work.</p> <p>Funds utilization. The specified TA budget was appropriate for the TA project. Funds utilization was 95.55% as budgeted with savings of about 4.45%. Undisbursed TA amount of \$44,574 was due to following reasons: (i) individual project coordinator resigned and the position was not readvertised as the remaining tasks were directly supervised by project team leader and Georgia Resident Mission focal, (ii) the firm did not charge for studies and publications as these were hosted by the firm online, and (iii) contingencies were not utilized. Funds were disbursed in a timely manner.</p> <p>Counterpart funds. Counterpart funding was provided as anticipated through in-kind contribution. The TA led to increased counterpart funding (\$1.2 million) under the project readiness financing for advance preparation of detailed engineering designs by the government of investments identified under the IUAPs to prepare the ensuing loan for LCIP resulting in savings in processing time.</p> <p>Socioeconomic benefit. The government supported the TA's objective for the preparation of investment planning and implementation of the integrated urban action plans. Some actions were implemented by the government and other development partners showing efficient use of the investment matrix. The government confirmed the \$120 million loan for the ensuing LCIP as a result of the TA.</p>	Efficient
Overall Assessment	The TA was <i>highly successful</i> in meeting its objectives of strengthening the capacity for integrated urban planning and management of livable urban areas by engaging citizens and decision-makers in a participatory, multi-workshop consultation and training process, which introduced the Livable Cities framework and process, and	Highly successful

⁵ ADB. 2017. *Technical Assistance Strengthening Institutions for Localizing Agenda 2030 for Sustainable Development*. Manila (TA 9387-REG). Subproject: Strengthen Local Institutions to Plan and Design Gender Responsive and Inclusive Urban Environments (Georgia).

Criterion	Assessment	Rating
	sensitized stakeholders for the role of IUAPs in achieving a long term vision for their urban areas. Supporting activities related to the UMPs and the Inclusive Urban Areas Guidelines further strengthened particular aspects in integrated urban planning, e.g. institutional capacity development, measures for improved operations and maintenance, and universal design and accessibility guidelines. Institutional capacity and financial sustainability development activities helped to assess and formulate solutions to advance executing and associated agencies' capacities to pave the way for ensuing investment program. A Livable Cities Youth Vision for Georgia was developed through visioning at the YouthSpeak Forum in Tbilisi in May 2017. Job shadowing for youth in the regions was highly successful as the university students prepared GIS-based asset maps for over 120 locations through transect walks for urban planning and tourism development under the guidance of the TA experts in March 2018. The 300+ participants in all four clusters ensured a wide reach of TA awareness raising and capacity development activities. The specific focus on inclusiveness aspects and the above-average number of female participants (52%) in workshops, consultations, and trainings contributed to effective gender mainstreaming and sensitivity of citizens and decision-makers for the different needs of stakeholders in urban infrastructure and service provision. The knowledge products with their targeted content, style, and translation into English, Georgian, and Russian, distributed across different communication channels ensured that material was produced with the audience in mind, thereby ensuring future use in projects in Georgia and across Central and West Asian countries. The methodologies and integrated urban solutions piloted became a role model for replication in urban operations. Comparing the outputs against target indicators, this TA has overachieved in several areas and provides a strong justification for providing similar TA projects advancing integrated urban development along the 5Es for Livable Cities across the region. The TA's highly successful overall rating is based on the criterion ratings of highly relevant, highly effective, and efficient which gives it a weighted overall average score of 2.70.	
Sustainability	The TA is rated most likely sustainable as the ensuing project design and investment reflects the commitment of the government to build on the TA results. There is a high likelihood that project results will be sustained after TA completion. Appropriate funding allocations in the form of a transaction advisory TA facility and a project readiness financing for \$15 million was approved in November 2019. A project preparatory study support of \$500,000 was approved from the Cities Development Initiative for Asia in 2020. The government requested ADB for an investment loan of \$125 million for LCIP to implement the IUAP prioritized investments.	Most likely sustainable

Lessons Learned and Recommendations

Design and/or planning	The TA was well designed and technically sound. It was aligned with ADB's country partnership strategy (CPS) for Georgia, 2014–2018. ⁶ Prior analysis undertaken for the National Urban Assessment helped structure the TA. The TA tools and methodology were designed to be flexible to adapt to the outcome of the city visioning and participatory planning process.
Implementation and/or delivery	The output-based contract enabled the selection of a firm which although did not have ADB experience, was able to bring best practice, innovation and flexibility in delivering the outputs. The TA team was stable throughout the two years of the implementation. The TA was implemented through strong collaboration and participation of the government agencies at national and local level. Due to the multi-sector, multi-stakeholder nature of the TA, communication and consultation was enabled through the establishment of an interagency-ministry steering committee consisting of deputy ministers from Ministry of Finance, MRDI and Ministry of Economy and Sustainable Development to provided oversight for the TA, which is a recommendation for other projects. Internally, the team reached out across the various sector and thematic groups to incorporate multi-sector solutions.
Management of staff and consultants	The team at ADB headquarters and the resident mission worked as one in regular contact with the consulting firm and the executing agency to ensure client responsiveness and prepare the program aligned with government priorities and stakeholder consultations. The TA was innovative, and the consultants displayed flexibility and initiative in working with the project officer to keep fine-tuning the deliverables. The design solutions were innovative due to the multi-disciplinary team members,

⁶ ADB. 2014. *Country Partnership Strategy: Georgia, 2014–2018*. Manila.

	who worked well together. The output-based contract enabled the firm to bring on additional experts on a needs basis. The performance evaluation reports of all the international consultants reflect their excellent performance with respect to application of technical knowledge, adapting international experience to local needs, and engagement with stakeholders. The performance of the national consultants is rated as <i>satisfactory</i> . The performance of MRDI as executing agency is rated as <i>satisfactory</i> . It is important for the project officer to play a strong facilitation role for a multi-sector project to ensure that the various government agencies are all involved in the decision-making, and multi-sector components are considered adequately in the design of the ensuing project.
Knowledge building	Knowledge building, skills development and awareness raising on integrated urban planning for livable cities was delivered through the following modalities: (i) workshops; (ii) peer-to-peer twinning; (iii) trainings; (iv) e-learning modules; (v) youth shadowing; (vi) knowledge products including multimedia; and (vii) social media—Facebook and Twitter. ⁷ Satisfaction feedback surveys after each workshop and training show an average 95% strongly agreed that the knowledge and skills imparted were innovative and useful. All of the UMP participants found the peer-to-peer twinning useful for planning, delivering, and managing integrated urban infrastructure and services. The development of the Livable Cities Framework and the IUAP process was disseminated widely online and in workshops through the animated videos. GIS and spatial mapping were transferred as technology and skills development to university students. The IUAPs were presented in an innovative mode as GIS-based story maps which reflected this innovative and flagship TA. The Inclusive Cities Guidelines was disseminated through e-training modules for civil servants associated with planning and building approvals. A lesson learned is that ADB publication timelines should be independent of TA timelines as they take much longer than anticipated, thereby causing delays and the extension of a TA. Knowledge sharing and dissemination was achieved through internal cross-sector brainstorming sessions, and through presentations in urban sector group brownbags, conferences and workshops. A design charette was conducted among school students during a one-week workshop with the Youth for Asia team in 2018. The TA example was used in the Asian Youth Forum in August 2019 for mentoring for the Youth for Livable Cities Design Challenge. The TA and ensuing project were presented to the ADB Presidents' in 2019 and 2020 as an exemplary project with replication potential. The TA team received the Knowledge Sharing Award for innovation and gender promotion.
Stakeholder participation	The TA received strong interest and support from citizens, businesses, civil society organizations, women's groups, the differently-abled, elderly, youth and children, who participated in the city visioning, and investment planning workshops. This created civic ownership of the initiatives identified in the IUAPs and created the platform for support to the post-TA activities and investments.
Partnership	A UMP was an innovative partnership for peer to peer twinning piloted in Mestia. Other twinning partnerships were supported between the cities of Tbilisi and Vienna. The TA enabled youth participation through a partnership between Youth for Asia, AIESEC Georgia.
Replication and/or scaling up	The UMP was appreciated by the Urban Sector Group and introduced in the OP4 Livable Cities Operational Plan for replication. IUAPs are used as a model for replication in Uzbekistan and Pakistan. There is potential for scaling up the model within the country and replication of the integrated urban development and Livable Cities approach in other developing member countries.
Post-TA financial resource	An ensuing project for \$125 million is being processed to be approved in the first quarter of 2021.
Other lessons	Upstream planning and engaging long-term with cities will enable Livable Cities. With respect to consulting services, the output-based modality of the contract was well appreciated by the consulting firm and use of this modality should be continued for delivery of innovative technical work.

Follow-up Actions

The 5E Livable Cities framework resulting in the IUAPs was appreciated by the government as a participatory approach in bringing together national, regional and local priorities to build the capacity for multi-sector, multi-stakeholder planning and investment. It is recommended to showcase the TA's achievements in the CPS review and ADB Annual report to disseminate learnings to ADB's developing member countries, which are increasingly looking for integrated urban development solutions.

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⁷ Ramola Naik Singru, Twitter post, November 2017, <https://twitter.com/RamolaNS/status/925423469482962944>.

DESIGN AND MONITORING FRAMEWORK

[illegible]

Results Chain	Performance Indicators with Targets and Baselines	Achievements
3. Institutional and financial sustainability mechanisms for the sustained provision of urban services improved	<p>planning, developed and disseminated by Q3 2018</p> <p>3a. Recommendations on urban financing modality accepted by the government by Q3 2018</p> <p>3b. An institutional capacity building plan for each key urban service provider (water supply and sanitation, solid waste management, and urban transport) with key performance indicators endorsed by Q2 2018</p>	<p>uploaded online in English, Georgian, and Russian, with 2 of these products having a section on gender issues in urban planning (Target: 2 products; 1 with gender section)</p> <p>3a. Recommendations on financing modality for ensuing project were proposed to and accepted by the government in November 2019 as part of PRF approval</p> <p>3b. Institutional capacity building assessment and plan for MDF, UWSCG and TCH with key performance indicators were prepared and endorsed by November 2019</p>

Actual Key Activities with Milestones

1. IUAPs for selected cities, secondary towns, or urban areas prepared

- 1.1 Collected data and prepared a long list of cities and urban clusters in consultation with the government from November 2016 to February 2017.
- 1.2 Developed a selection matrix and short-list of cities/ urban area clusters from November 2016 to February 2017.
- 1.3 Conducted 4 in-country workshops and technical discussions from August 2017 to September 2018.
- 1.4 Conducted 12 citywide visioning with stakeholder consultations, focus groups, and a "design charrette" competition from August 2017 to December 2017. Visioning and "design charrette" for Tbilisi postponed to September 2018 due to elections.
- 1.5 Conducted rapid assessments of investment needs for selected urban areas from August 2017 to March 2018.
- 1.6 Prioritized investments by April 2018.
- 1.7 Developed an investment program for short-, medium-, and long-term investments by August 2018.
- 1.8 Developed inclusive urban area guidelines, citizens' scorecards, a community-awareness component, and awareness-raising materials from August 2018 to August 2019. Publication preparation from August 2019 to June 2020.
- 1.9 Prepared IUAPs by April 2018, finalized by December 2018, and endorsed by August 2019 as basis of investments for the \$15 million project readiness financing LCIP.

2. Urban management partnerships to improve core planning and management competency identified

- 2.1 Identify potential learning partners for selected urban areas from July to December 2018.
- 2.2 Held in-country training workshops and technical discussions by December 2019.
- 2.3 Prepared an urban twinning or peer-to-peer learning program, and implemented a road map for livable urban areas by November 2018.
- 2.4 Engaged government staff through workshops or conferences from June to December 2019.
- 2.5 Developed knowledge products and technical papers from August 2017 to June 2020.

3. Institutional and financial sustainability mechanisms for the sustained provision of urban services improved

- 3.1 Reviewed and assessed institutional capacity, financial systems, and governance by June 2019.
- 3.2 Recommended appropriate channeling mechanisms for finance and institutional coordination by December 2019.
- 3.3 Developed capacity-building plans for each key urban service provider by December 2019.

Actual Inputs

Asian Development Bank: \$955,298.67

Government: \$10,000 (estimated in-kind contribution from the government in the form of counterpart staff, and domestic transportation for counterpart staff to attend stakeholder consultations and site visits, and other in-kind contributions)

ADB = Asian Development Bank, GIS = geographic information system, IUAP = integrated urban action plan, IUP = integrated urban plan, LCIP = Livable Cities Investment Program, MDF = Municipal Development Fund, MOESD = Ministry of Economy and Sustainable Development, MOF = Ministry of Finance, MRDI = Ministry of Regional Development and Infrastructure of Georgia, PRF = project readiness financing, Q = quarter, TA = technical assistance, TCH = Tbilisi City Hall, UMP = urban management partnership, UWSCG = United Water Supply Company of Georgia.

^a Government of Georgia. 2014. Social-Economic Development Strategy of Georgia (Georgia 2020). Tbilisi.

^b United Nations. 2015. Transforming Our World: The 2030 Agenda for Sustainable Development. New York.

^c The IUP and IUAP are same but the name was changed to Integrated Urban Action Plans at the request of the government to highlight its dynamic nature.

Source: Asian Development Bank.

TECHNICAL ASSISTANCE COST

Table A2.1: Technical Assistance Cost by Activity
(\$'000)

Item	Amount		
	Original	Revised	Actual
1. Consultants	890.0	890.0	875.0
2. Goods	0.0	0.0	0.0
3. Training, seminars and/or conferences	80.0	80.0	71.2
4. Surveys	10.0	10.0	0.0
5. Miscellaneous TA administration	10.0	10.0	9.2
6. Pilot testing	0.0	0.0	0.0
7. Contingency	10.0	10.0	0.0
Total	1,000.0	1,000.0	955.4

TA = technical assistance.

Source: Asian Development Bank estimates.

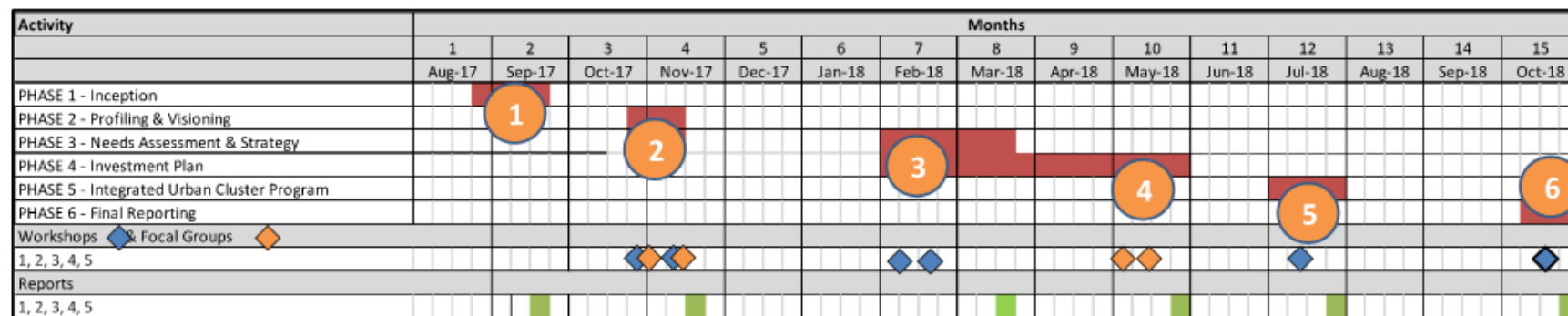
Table A2.2: Technical Assistance Cost by Fund
(\$'000)

	TASF-V	Total Cost
1. Original	1,000.00	1,000.00
2. Revised	1,000.00	1,000.00
3. Actual	955.43	955.43
4. Unused	44.57	44.57

TASF = Technical Assistance Special Fund.

Source: Asian Development Bank estimates.

PHASED DELIVERY OF INTEGRATED URBAN ACTION PLANS



LIST OF REPORTS AND DELIVERABLES

Reports from TA consulting firm:

- Inception Report (October 2017) which formed Phase 1 of the project and contains background information on the project, initial consultations/findings, the methodology being applied and work program.
- Phase 2 Report (February 2018) which consisted of an Urban Profile and Visioning Report including rapid urban needs assessments consisting of field visits and stakeholder consultation summaries/reports as specified in the terms of reference as well as additional outputs previously agreed with ADB at the Inception stage.
- Phase 3 Report (April 2018) which detailed the Strategy and Action Planning which consists of a needs assessment in the existing three clusters, developing a Long List of initiatives and actions, plus developing a strategy as to how each cluster should develop, based on the Strengths, Weaknesses, Opportunities and Threats/Visioning/Project Identification exercises undertaken during Phase 2.
- Phase 4 Report (August 2018) which included Investment Planning, as undertaken during May and June 2018. This consisted of a prioritization process focusing on producing a Short List of projects/actions through an engagement process with key stakeholders and subsequent development of such projects into packages which support defined initiatives.
- Phase 5 Report (December 2018) which developed the standalone Integrated Urban Action Plans and mechanisms for their implementation for each of the 3 clusters. During the Phase, a study covering the area above and around the Akhmeteli Theatre Metro station in Tbilisi was commenced.

UMP reports: Mestia/North Bend Twinning Final Report

Final Report from Urban Finance and Institutional Specialist

Knowledge Products:

1. **Integrated Urban Action Plans:** These are a unique set of online web publications called story maps based on ArcGIS and using census data. This is a one of its kind web publication.
 - Mestia: <http://bit.ly/2loeLS0>
 - North Kakheti: <http://bit.ly/2lfiUrx>
 - Zugdidi: <http://bit.ly/2lrpqLN>
 - Tbilisi–Akhmeteli: <https://arcg.is/18K8P5>
2. **Guidelines for Inclusive Cities for adapting the build environment for people with disabilities, elderly, women and children.** These are the first of its kind in Asia and the Pacific and will be adopted by Georgia for improving building codes and inclusive design of buildings and public spaces. (Under review by Government of Georgia)
3. **Livable Cities Videos:** These are in English, Georgian and Russian
 - Livable Cities Framework <https://www.youtube.com/watch?v=V2JjWCbQ1fM>
 - Livable Cities Process <https://www.youtube.com/watch?v=zG3YyByP2EE>
 - Integrated Urban Action Plans <https://www.youtube.com/watch?v=ripNUzZTODs>