

TERMS OF REFERENCE

Contracting a National Organization to Support Costing and Financing of Disability-Inclusive Service Models for Children with Disabilities

Start Date: August 24, 2026

End Date: December 31, 2026

1. Background and rationale

UNICEF Georgia, together with UNICEF Armenia, is implementing a catalytic Armenia–Georgia initiative titled “Leveraging and scaling impactful solutions for children with disabilities and their families in Armenia and Georgia”. The initiative supports systems change in upper-middle-income and decentralized contexts by developing costed, scalable and government-owned service models and financing pathways for future national and municipal scale-up.

The initiative builds on reform momentum in both countries. Armenia and Georgia have been advancing disability reforms aligned with the UN Convention on the Rights of Persons with Disabilities, including efforts to modernize disability assessment systems, strengthen inclusive and community-based services, and expand support for persons and children with disabilities and their families. The initiative uses limited catalytic resources to leverage larger public and private financing streams rather than to finance full service delivery at scale.

In Georgia, children with disabilities remain among the most disadvantaged and underserved groups. Evidence generated by UNICEF and partners has shown that families raising children with disabilities face significant additional costs and need individualized support packages that enable children to communicate, move, go to school, socialize, play and participate in family and community life. Services remain uneven across municipalities, particularly for families living in rural, mountainous and remote areas, and important components of support—such as transportation and home adaptation—are often missing or underdeveloped.

Georgia’s policy and legal environment creates an important opportunity for municipal and national action. The Code on the Rights of the Child, the Law on the Rights of Persons with Disabilities, the Law on Social Work and the State Decentralization Strategy have expanded expectations for localized, child-sensitive and disability-inclusive support. Municipalities have an increasingly important role in planning and delivering localized support to persons with disabilities, including children, while central government institutions remain essential for policy, regulation, financing and scale-up.

UNICEF Georgia has supported the conceptualization and testing of transportation and home adaptation service models for children and persons with disabilities in selected municipalities. Ongoing work with MAC Georgia is expected to generate operational learning on feasibility, costs and delivery modalities. This assignment will build on that work, but will go beyond the models being tested by costing alternative service models, assessing need and scalability, identifying financing pathways and developing practical knowledge products for policy and budget dialogue.

Personal assistance remains an important area of reform relevance in Georgia, including in relation to children aged 15–17. However, activities related to the review or redesign of the personal assistance programme are not included in the scope of work of this TOR. The selected organization will coordinate closely with a separate UNICEF-hired consultant reviewing the personal assistance programme, including possible accommodation of children aged 15–17, to ensure coherence across related workstreams and avoid duplication.

Cross-country learning is a core feature of the initiative. Armenia and Georgia will use facilitated online exchanges and in-person learning opportunities to share existing practices, challenges, objectives and plans related to service needs, service models, costing and financing modalities. This exchange is expected to generate new ideas, clarify policy positions and support more practical and context-specific recommendations in both countries.

2. Purpose of the assignment

The purpose of the assignment is to contract a qualified Georgian organization to implement the Georgia component of the initiative across four interlinked activity areas:

- develop, refine and cost scalable disability-inclusive service models for children with disabilities, focusing on home adaptation and point-to-point transportation;
- design and test financing pathways and mechanisms that combine public funding, municipal financing, private sector contributions and blended financing instruments;
- develop investment cases, policy briefs and presentation products to support policy dialogue, budget allocation and scale-up decisions; and
- organize and facilitate Armenia–Georgia learning exchange, including four thematic online meetings, support to hosting an Armenian delegation in Georgia, and structured engagement of government, municipal, OPD/CSO and expert stakeholders.

3. Guiding principles

- Child rights and disability rights approach, aligned with the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities.
- Functionality, participation and barrier-removal perspective, consistent with the transition from a narrow medical model to a bio-psycho-social and rights-based understanding of disability.
- Do-no-harm, child safeguarding, ethical engagement and meaningful participation of children with disabilities, families and organizations of persons with disabilities.
- Nothing about us without us: close and meaningful engagement with organizations of persons with disabilities (OPDs), including disability-led organizations and relevant parents'/caregivers' groups, must be ensured throughout design, validation, financing dialogue and learning activities.
- Municipal feasibility and national scalability: models should be operationally realistic for municipalities while designed to inform national planning and Medium-Term Expenditure Framework (MTEF)/budget discussions.
- Financing realism: all models must be linked to plausible financing sources, cost scenarios and practical implementation pathways.
- Coordination and complementarity with ongoing UNICEF-supported work, including MAC Georgia's testing of transportation and home adaptation models and the separately contracted UNICEF consultancy on personal assistance.
- Cross-country learning and joint knowledge generation with Armenian counterparts and UNICEF Armenia.

4. Scope of work

The selected organization shall implement four interlinked workstreams. The workstreams should not be treated as stand-alone activities; findings from each workstream should inform the others and be consolidated into a coherent final package for policy, financing and scale-up dialogue.

Workstream 1. Development, refinement and costing of scalable service models

Objective: Cost operational service models that can be used by municipalities and national authorities to plan and scale disability-inclusive support services for children with disabilities and their families.

- Home adaptation services for children with disabilities: cost alternative models (provided by UNICEF) for adapting the living environment of children with disabilities, including eligibility criteria, assessment pathways, technical standards, implementation arrangements, roles of municipalities and quality assurance mechanisms. Note: MAC Georgia, organization working with persons with disabilities and currently testing two models of home adaptation services in Georgian municipalities, will serve as primary source of information;

- Point-to-point transportation services: cost alternative models of accessible transportation, including accessible taxi/Taxi Assist, paratransit, municipal transport initiatives, private provider models, service-provider transport, transport reimbursement and education/social service-related transport models. **Note:** The specific models to be assessed under this assignment will be provided by UNICEF and MAC Georgia. As part of their ongoing work, MAC Georgia is piloting two point-to-point transportation service models in Georgian municipalities, and the findings from these pilots will serve as a key source of information for this assignment.
- Map demand and likely need for home adaptation and point-to-point transportation among children with disabilities, using available surveys and administrative data, disability assessment findings and stakeholder consultations.
- During the costing process seek consultations with children with disabilities, families/caregivers, OPDs, CSOs, municipalities, line ministries, service providers and relevant professionals.
- Cost each model at unit level, monthly/annual service level for a realistic number of beneficiaries, and indicative national/municipal scale-up level based on estimated need and phased scenarios.
- Validate costing assumptions through technical meetings, stakeholder consultations and the Armenia–Georgia thematic online meetings described under Workstream 4.

Workstream 2. Financing pathways and financing mechanisms

Objective: Develop practical financing pathways and test at least three financing mechanism concepts to support scale-up of disability-inclusive services.

- Review current public financing arrangements and global financing models, including state budget, municipal budgets, targeted transfers, social programmes and possible MTEF entry points.
- Map financing options for home adaptation and point-to-point transportation service models, including municipal co-financing, state financing, public-private partnerships, private service-provider engagement, bank and microfinance participation, subsidies, guarantees, co-financing and revolving financing approaches.
- Identify opportunities for private-sector engagement, including service providers, financial institutions, employers and corporate partners.
- Organize structured financing dialogue with the Ministry of Finance, relevant line ministries, municipalities, private financial institutions, OPDs, CSOs and other stakeholders, ensuring that the Ministry of Finance is engaged in the two thematic meetings focused on costing and financing modalities.
- Develop at least three financing mechanism concepts with implementation pathways, roles, assumptions, risks, cost implications and monitoring indicators.
- Test feasibility of proposed mechanisms through consultations, scenario costing and practical feedback from public and private actors.

Workstream 3. Investment cases, policy briefs and advocacy products

Objective: Generate evidence and advocacy products that support public and private investment decisions, policy dialogue and future budget allocations for disability-inclusive services.

- Use UNICEF Georgia’s methodological work on investment cases and fiscal space analysis for children with disabilities, relevant UNICEF global knowledge and broader international evidence on disability-inclusive financing.
- Conduct financial, fiscal and economic analysis for selected service models, including costs of scale-up, financing requirements, potential social/economic returns, affordability and budget implications.
- Develop two investment cases, expected to focus on home adaptation and point-to-point transportation services, subject to final agreement with UNICEF.
- Develop three policy briefs: home adaptation, point-to-point transportation, and financing/private sector engagement.

- Develop a high-level presentation package for policy and financing dialogue with the Ministry of Finance, line ministries, municipalities, development partners and private sector actors.
- Ensure products are concise, visually clear, evidence-based and suitable for senior decision-makers.

Workstream 4. Armenia–Georgia learning exchange and institutionalization

Objective: Strengthen regional learning and policy cooperation between Georgia and Armenia, and support the institutionalization and replication of service delivery and financing models.

- Plan, organize and facilitate four thematic online Armenia–Georgia meetings starting from mid-August or September 2026, with major stakeholders from both countries. For Georgia, participants should include the Ministry of Regional Development; the Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs; Ministry of Finance (for last two meetings on costing and financing) relevant OPDs and CSOs; service providers; experts; municipalities; UNICEF teams; and other stakeholders agreed with UNICEF.
- Note: Ensure that the first two thematic online meetings focus on service needs and relevant service delivery models for home adaptation and point-to-point transportation, including existing practices, implementation challenges, objectives and plans in both Armenia and Georgia. Ensure that the last two thematic online meetings focus on costing and financing modalities for home adaptation and point-to-point transportation services.
- Facilitate structured exchange between Armenian and Georgian teams so that existing practices, challenges, objectives and future plans are shared, compared and reflected in service model development, costing assumptions, financing options and policy recommendations.
- Support hosting of an Armenian delegation to Georgia in late November or December 2026, in close coordination with UNICEF Georgia, UNICEF Armenia and Armenian counterparts. Support may include agenda development, identification of relevant institutions and sites, technical preparation, facilitation, documentation of discussions and logistical coordination as agreed with UNICEF.
- Work closely with Armenian project consultants, experts and contracted partners to exchange tools, models, data approaches, budgeting/financing experiences and lessons learned.
- Prepare learning products, including reports from the four thematic online meetings, a report on the Armenian delegation’s visit to Georgia, lessons learned and replication report, and a practical municipal guidance note on mobilizing public and private financing for disability-inclusive services.
- Support engagement in budget and MTEF discussions, where feasible, to position validated models and financing pathways for future scale-up.

5. Contractual nature and ownership of deliverables

The selected organization and UNICEF acknowledge and agree that this arrangement is entirely commercial in nature. UNICEF purchases services and products from the Contractor, which will have an interest only in the receipt of funds from UNICEF for commercial purposes in exchange for the services and products provided.

UNICEF shall have, hold and retain full and exclusive ownership of all products created, developed or delivered pursuant to or resulting from the performance of this Contract, and shall bear full responsibility for their use and outcomes.

The Contractor shall perform the services independently and in accordance with the terms and conditions of this Contract.

6. Deliverables and indicative timeline

The final deliverable schedule will be agreed during the inception phase. The indicative timeline follows the project sequence from model refinement and financing pathway development to validation, policy engagement, Armenia–Georgia learning exchange and documentation by December 2026.

No.	Deliverable	Expected content	Indicative timing
1	Inception report and detailed workplan	Methodology, coordination plan, stakeholder map, consultation plan, plan for four thematic online Armenia–Georgia meetings, risk matrix, detailed timeline and quality assurance arrangements.	Within 2 weeks of contract start
2	Costed home adaptation service model(s)	Alternative operational model(s), eligibility, service package, implementation arrangements, quality assurance, unit costing and scale-up scenarios.	September 2026
3	Costed point-to-point transportation service model(s)	Alternative transportation models, access pathways, provider options, service standards, unit costing and scale-up scenarios.	September 2026
4	Four thematic online Armenia–Georgia meeting reports	Reports from two meetings on service needs/models and two meetings on costing/financing modalities, including participants, key discussion points, emerging ideas/positions and follow-up actions.	September–November 2026
5	Financing pathways assessment report	Assessment of public, municipal, private and blended financing options linked to home adaptation and point-to-point transportation service models.	September–October 2026
6	Three financing mechanism concepts	At least three tested concepts with implementation pathways, roles, risks, costing assumptions and monitoring indicators.	October–November 2026
7	Stakeholder consultation and validation report	Summary of consultations, technical meetings, validation feedback and how feedback was incorporated.	November 2026
8	Two investment cases	Investment cases for home adaptation and point-to-point transportation services, unless otherwise agreed.	November 2026
9	Three policy briefs	Policy briefs on home adaptation, point-to-point transportation, and financing/private sector engagement.	November 2026

No.	Deliverable	Expected content	Indicative timing
10	High-level presentation package	Deck and speaking points for government, municipal, donor and private sector dialogue.	November 2026
11	Armenian delegation to Georgia visit report	Agenda, participants, institutions/sites visited, key lessons and implications for service model and financing discussions in Georgia and Armenia.	Late November–December 2026
12	Municipal guidance note	Practical guidance for municipalities and national stakeholders on service models and financing pathways.	December 2026
13	Consolidated report, including lessons learnt and knowledge package	Final synthesis of models, costing, financing pathways, investment-policy products, learning outcomes and recommendations for scale-up.	December 2026

7. Coordination and management arrangements

- The selected organization will work under the direct supervision of UNICEF Georgia Social Policy Section, in close coordination with Child Protection, Education and other relevant sections as needed.
- With support of UNICEF Georgia, the organization shall establish regular coordination with UNICEF Armenia and Armenian project consultants, experts and contracted partners for all cross-country learning activities and where technical exchange is relevant to model development and financing pathways.
- The organization shall coordinate closely with MAC Georgia and any other UNICEF-contracted partners working on transportation, home adaptation, disability assessment, expansion of the Personal Assistance services to ensure complementarity and avoid duplication.
- Any engagement with children, families, OPDs, CSOs, ministries, municipalities, financial institutions or private sector actors shall be agreed with UNICEF in advance and conducted in line with child safeguarding and ethical standards.

8. Methodological expectations

- Participatory design: use consultations, focus groups and validation workshops to ensure that models reflect lived experience and operational constraints.
- Facilitated cross-country exchange: ensure that the four Armenia–Georgia thematic online meetings are well-prepared, focused and documented, and that discussion outcomes are reflected in relevant deliverables.
- Evidence-based costing: include transparent assumptions, unit costs, scenario ranges and sensitivity considerations where data allows.
- Municipal feasibility testing: test proposed models with municipalities of different sizes and capacities, including urban, rural and/or mountainous contexts where feasible.
- Financing pathway logic: each model should clearly identify who pays, how funds flow, what risks are assumed and what institutional changes are needed.
- Accessibility and inclusion: all events and materials must be accessible to participants with disabilities, including reasonable accommodation where needed.

- Bilingual products: key deliverables should be available in English and Georgian, with Armenian-facing materials translated or adapted as agreed with UNICEF Armenia.

9. Child safeguarding, ethics and data protection

The assignment may involve engagement with children with disabilities, families and sensitive disability-related information. The selected organization must apply UNICEF child safeguarding requirements and ethical standards throughout the assignment. At minimum, the organization shall prepare a child safeguarding and ethical engagement protocol as part of the inception report; obtain informed consent/assent and ensure voluntary participation in consultations; avoid collecting identifiable child data unless strictly necessary and approved by UNICEF; ensure confidentiality, secure storage and limited access to data; avoid any language, process or tool that reinforces stigma or discrimination; and ensure meaningful and safe participation of children with disabilities and caregivers, including accessibility and reasonable accommodation.

10. Required organizational profile and team composition

Eligible organizations may include Georgian civil society organizations, think tanks, research institutions,

The applying institution shall demonstrate:

- Minimum **7–10 years of experience** in public finance management, social services, local governance, policy analysis, or related fields;
- Demonstrated expertise in conducting policy research, needs assessments, costing exercises, public expenditure analysis, investment cases, financing strategies, or similar analytical work;
- Proven experience in developing, assessing, costing, or evaluating social services, preferably services for children, persons with disabilities, or other vulnerable populations;
- Experience working with national and local government authorities, including Ministry of Finance and relevant line ministries, municipalities, and public institutions;
- Proven track record of facilitating multi-stakeholder consultations, workshops, policy dialogue processes, and consensus-building among diverse stakeholders;
- Strong understanding of disability rights, inclusive service provision, community-based support systems, and relevant national and international policy frameworks;
- Experience in developing high-quality analytical products, including policy briefs, research reports, investment cases, guidance documents, and presentations for decision-makers;
- Availability of qualified experts in public finance, economic analysis, disability inclusion, social service delivery, research, facilitation, and project management;
- Strong analytical, stakeholder engagement, facilitation, communication, and report-writing capacities;
- Experience engaging organizations of persons with disabilities (OPDs), civil society organizations, service providers, and affected populations in programme or policy development processes will be considered an asset;
- Previous experience working with UNICEF, other UN agencies, international organizations, development partners, or government-funded programmes will be considered an asset.

Recommended team members for the project implementation (organization can propose different structure based on their proposed project logic):

Role / expertise	Minimum expectations	Indicative responsibilities
Team Leader / Project Manager	Advanced degree in social policy, public administration, economics, disability studies, public health, law or related field; at least 10 years of relevant experience.	Overall coordination, quality assurance, government/UNICEF liaison, workplan and deliverable management.
Disability inclusion and service delivery expert(s)	Strong experience with disability rights, children with disabilities, community-based services, independent living, service standards or OPD engagement.	Lead service model development for home adaptation and point-to-point transportation.
Public finance / municipal finance specialist	Experience in public finance, municipal finance, PFM, programme budgeting, PF4C, MTEF or social sector financing.	Financing pathways, public budget analysis, municipal financing options, MTEF/budget dialogue support.
Investment case / economic analysis specialist	Experience developing investment cases, cost-benefit/value-for-money analysis, fiscal analysis or social returns analysis.	Lead investment cases and economic/fiscal analysis.

11. Quality assurance and acceptance criteria

- All deliverables must be analytically robust, clearly structured, evidence-based and suitable for use in policy and financing dialogue.
- Costing and financing assumptions must be transparent and clearly documented.
- Service models must include implementation arrangements, roles, eligibility, access pathways, workforce needs, quality assurance and monitoring mechanisms.
- Investment cases and policy briefs must be concise, decision-oriented and visually clear, with executive summaries and key messages suitable for senior officials.
- Online meeting and visit reports must document participants, agenda, key discussion points, decisions, lessons and action points.
- UNICEF reserves the right to request revisions until deliverables meet agreed quality standards.

12. Expected final outputs

- Two costed disability-inclusive service model packages: home adaptation and point-to-point transportation.
- Financing pathways report and at least three tested financing mechanism concepts.
- Two investment cases for home adaptation and point-to-point transportation, unless otherwise agreed with UNICEF.
- Three policy briefs and high-level presentation package.
- Four thematic online Armenia–Georgia meetings and support to hosting the Armenian delegation to Georgia.
- Municipal guidance note, lessons learned/replication report and final consolidated report.

13. Suggested Selection and Evaluation criteria

Evaluation will be based on project proposals with the 70:30 evaluation ratio between the technical and financial proposals.

Technical Proposal: 70 points:

70 points will be distributed in accordance with the attached Technical Evaluation Matrix. Only proposals which receive a minimum of 70% (49 points) will be considered further.

Price Proposal: 30 points

The price proposals in GEL should include detailed breakdown of all listed tasks and deliverables.

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited bidders who obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Score for price proposal X = (Max. score for price proposal) * (Price of lowest priced proposal) / (Price of proposal X)

The final evaluation of the proposal shall have two components: the technical evaluation score and financial evaluation score. For the overall proposal evaluation, the sum of these two scores is used. The winner is an organization with maximum scores.

Criterion	Description	Suggested points
Organizational experience	Relevant institutional experience in public finance, social services, municipal systems, policy analysis or multi-stakeholder facilitation.	15
Technical methodology	Quality, feasibility and clarity of proposed methodology, including costing, investment cases, financing pathways and cross-country learning.	25
Team composition	Qualifications and relevance of key experts, including, public finance, disability/service delivery, investment case and facilitation expertise.	20
Workplan and risk management	Realistic sequencing, coordination arrangements, safeguarding, accessibility and risk mitigation.	10
Technical Proposal Evaluation Total		70

14. Timeline

The assignment is expected to be implemented in 4 months. A detailed workplan and timeline shall be proposed by the applying institution and finalized during contract negotiations.

15. Ethical Considerations

Selected organization is required to clearly identify any potential ethical issue, as well as the processes for ethical review and oversight of the research/data collection process in their proposal. UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis can be found at: https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF and should be consistently applied throughout the assignment. The procedure contains the minimum standards and required procedures for research, evaluation and data collection and analysis undertaken or commissioned by UNICEF (including activities undertaken by individual and institutional contractors, and partners) involving human subjects or the analysis of sensitive secondary data.

16. Payment Schedule

Payments will be linked to successful submission and approval of deliverables as follows:

- 50% upon satisfactory completion of Deliverables 1–5, including the first two Armenia–Georgia online meetings;
- 50% upon satisfactory completion of Deliverables 6–13, including the remaining two Armenia–Georgia online meetings.

17. Termination of Contract

Either party may terminate the contract with a 14-day notice, or immediately in case of misconduct.

18. Application Deadline and Documents

The deadline for submissions is August 12, 2026. Applications should include:

- The organization's profile.
- Technical project proposal including activity timeline and monitoring and quality control mechanisms.
- Project budget in local currency (GEL).
- CVs of the involved experts.
- Organization's bank account information.

UNICEF will award the contract to the entity whose response meets the project goals effectively.
Funding Source: SC 180913 (Regional Pooled Fund)

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