

Terms of reference (ToRs) for the procurement of services below the EU threshold

Rapid Functional Review of Two Departments of MTAI	Project number/ cost centre: 23.2131.3-001.00
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The “Integrated Municipal Development in Armenia” (IMD) project aims to enhance the efficiency, effectiveness, and citizen-orientation of local self-governments. By advising and supporting partner organizations, the project seeks to improve the framework for local development while closely collaborating with selected municipalities known as transformation partners. These efforts focus on implementing reforms to enhance service quality and accessibility, foster local economic growth, optimise local self-governance, and empower citizens in municipal decision-making. Throughout the project duration from April 2024 to March 2027, success stories and lessons learned from transformation partners will be shared through various exchange platforms, ensuring the replication of successful models for integrated municipal development across Armenian local self-governments.

The project is implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in partnership with the Ministry of Territorial Administration and Infrastructure (MTAI).

Background

In the recent years, GIZ has been extensively involved in modernisation and improvement of human resources (HR), national training systems (NTS), municipal service, formal training formats, and capacity building for municipal servants (including those on discretionary posts). As part of its efforts towards strengthening the Armenian municipalities to become viable structures after consolidation in the framework of the territorial and administrative reform (TARA), since 2016 the Programme has supported the MTAI and consolidated multi-settlement municipalities to improve municipal service with the emphasis on national training systems and enhancement of capacities of municipal servants. To this end, a need is arisen to support the reforms in the municipal service through revisiting the institutional arrangements within the structure of the state authorised agency, namely, the MTAI, with the aim to understand how best it can organise itself in policy making in the area of municipal service, in line with the principles of good governance in local self-governments (LSGs) and provisions of European Charter of Local Self Government.

As it currently stands, the municipal service is governed primarily by two departments of the MTAI, the Department for Territorial Administration and the Department for Local-Self Government Policy. The former is involved in a broad variety of activities with the main emphasis on territorial, i.e. regional (marz) development, including balanced or proportional territorial development, conceptualisation of marz development planning, design of operational plans, interaction with the Armenia Territorial Development Fund (currently within the structure of the MTAI), etc.

Nevertheless, the structural unit responsible for municipal service, including national training systems for municipal servants, is placed in this Department as a division with functions requiring more clarity, and the roles and responsibilities of the staff to be streamlined. This is an essential issue in light of ever-growing role of municipal service, human capital and organisational capacities of municipalities in advancing good local governance and decentralisation reforms in Armenia.

Discussions with the MTAI management revealed a need to scrutinise the functions, roles and responsibilities of the Municipal Service Division and appraise the structural affiliation thereof from the perspective of improving its performance and impact on overall LSGs and national reform priorities, effectiveness and efficiency thereof. This should be done in the context of rapid functional review of the two said departments to identify the most efficient

and performance-oriented operations of the Division of Municipal Service within the organigram of the MTAI.

In the broader context of GIZ support to MTAI in the area of HR and NTS, this rapid functional review will have implications for the national training system of municipal servants, as well as improved institutional positioning of the municipal HR and NTS within the structural organisation of the MTAI as the state authorised government agency for local self-governance.

Against this background, the overall objective of the assignment is to rationalise and streamline the policy, strategy and operational frameworks deployed by the MTAI in the area of municipal HR and NTS. In bunch with other support elements provided by the GIZ (NTS Concept Paper, training of secretaries, training needs assessment, review of sub-legislative framework documents, etc.), this assignment is aimed at possibly thorough covering of the municipal service related issues (both from local and national perspectives) and enabling the MTAI to increase its efficiency and regulating the sector and identifying more effective measures to support, strategically and methodologically, the LSGs in discharging their legally prescribed functions.

This assignment should be implemented in close collaboration with the Department of Territorial Administration of the MTAI, which is responsible for handling the municipal service and NTS, including staffing, staff-lists, organigrams and functional settings of the local self-government bodies in particular, and the MTAI being the state authorised government agency for the sphere. Another key actor, in addition to the GIZ IMD, is the MTAI Department of Local Government Policy.

Among the documents to be scrutinised is the Concept Paper on National Training System for the municipal servants designed and submitted to the MTAI with the support of GIZ.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- **Task 1: Desk review of the relevant policy and legal framework**

The Contractor conducts a desk review of relevant policies and documents, including legal and sub-legislative framework, as well as holds meetings and consultations with the respective officials and responsible officers of the MTAI and selected municipalities, predominantly staff secretaries in order to approach the Task from the standpoint of reconciling the actual needs with the best practices. The intent is to shape the desired state of affairs, which subsequently will lead to development of recommendations on functional and organisational streamlining within the MTAI with regard to municipal service.

- **Task 2: Design of the Rapid Functional Review**

The Contractor undertakes the rapid functional review of the two departments of MTAI, which will include scrutiny of the ministry organigram, statutory functions thereof, as well as descriptions, staffing and roles and responsibilities assigned to the positions on the staff-list. The Review requires extensive exchange with the MTAI Departments of Territorial Administration and the LSG Policy and close collaboration with GIZ. The intent is to gather more detailed data and information on functions and structures within the

MTAI concerning municipal service and come up with respective recommendations that best fit the current priorities of the ministry and the desired state of affairs, in line with best management practices.

- **Task 3: Presentation of the draft Rapid Functional Review to the MTAI and GIZ**

The contractor will make a presentation to the MTAI and GIZ on the results of the assignment in order to obtain final comments and recommendations of the parties for incorporation into the drafts and/or the report.

Any further task arising during the implementation of the assignment needs prior agreement between the Contractor and GIZ.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Deliverables		Language	Expert days (up to)	Deadline
Preparatory phase	Designed and agreed plan of implementation with the GIZ and MTAI	ARM	1	By September 20, 2024
Task 1	Desk review report, including implementation modalities, conducted interviews (including visits to selected municipalities) and recommendations for improvement	ARM	18	By November 8, 2024
Task 2	Draft Rapid Functional Review	ARM	30	By January 17, 2025
	Finalised draft and final version of the Review on the basis of the comments and recommendations raised during collaboration with MTAI and GIZ	ARM and ENG	8	By January 31, 2025
Task 3	Presentation of the results to the MTAI and the final report to GIZ	ARM	2	By February 28, 2025
Total			up to 59	

Period of assignment: from September 2024 until February 2025.

The Contractor is obliged to perform the assignment based on this ToR while ensuring close contact and cooperation with GIZ throughout the implementation of the assignment. The Contractor is further required to submit all the deliverables to GIZ. Approval from GIZ is mandatory at each stage before moving on to the next level.

Please note that GIZ security regulations, concerning operations in some areas of Tavush and Gegharkunik, Vayots Dzor, and Syunik provinces, are based on the travel warning issued by the German Federal Foreign Office and will be provided upon request.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

Processes (1.4): The tenderer is required to describe the key processes for the services for which it is responsible and create an operational plan or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 6), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Expert

Tasks of key expert

- Overall responsibility for implementation of all tasks as outlined in these ToR (including ensuring quality and keeping deadlines)
- Collection of data and information pertinent to the assignment followed by their analysis as necessary
- Organisation and holding interviews with relevant stakeholders, primarily MTAI, selected LSGs (as needed)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Presentation of the results of the assignment to the MTAI and GIZ
- Regular reporting in accordance with deadlines

Qualifications of key expert

- Education/training (2.2.1): Higher education in the area of Public Administration, management, and others related to the Assignment
- Language (2.2.2): C2 proficiency level in Armenian; C1 proficiency level in English
- General professional experience (2.2.3): 10 years of professional experience of engaging with the local self-governance sphere and in working with government bodies
- Specific professional experience (2.2.4): 10 years of professional experience in HR and public sector reform, taking account of both central and local implications

- Development Cooperation (DC) experience (2.2.7): 10 years of professional experience in cooperating with development cooperation agencies

5. Costing requirements

Specification of inputs

Fee days	Comments
Fee of Expert 1	Expert fee(s), per working day and in total
Travel expenses	Comments
Overnight allowance in case of travel overnight outside of Yerevan is needed to accomplish the assignment	Accommodation is upon provision of evidence. In case there is no provision of evidence, the accommodation will be reimbursed by lump sum of AMD 5,000 per night.
Transport	Comments
Travel expenses (train, car)	Travelling by private car is reimbursed with 100 AMD per km as a lump sum or upon provision of evidence-based on the market price of transportation service.
Other costs	Comments
Other costs	Any other expenses essential for implementing the assignment, e.g., costs for materials. Evidence of these expenses must be submitted.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in Armenian or English (language).

The complete tender must not exceed 15 pages (excluding CVs and title page/ list of contents). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CV of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CV shall not exceed 4 pages. They must clearly show the position and job the proposed person held in the reference project and for how long. The CV shall also be submitted in the same language as the technical proposal.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the

budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule. The financial proposal must be submitted separately from the technical proposal.