

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

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<p><b>Support the MTAI in grouping/organizing mapped municipal powers and functions by sectors and recommending amendments to the existing national legislation on local self-governance, and in developing law-enforcement practice studies of local government authorities in specified sectors</b></p>	<p><b>Project number/ cost centre:</b> <b>19.2204.6-002.00</b></p>
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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 “Good Governance for Local Development South Caucasus” (GGLD) Programme advises and supports respective partner organisations at national, regional (sub-national) and local levels in Armenia, Georgia, and Azerbaijan in the implementation of cooperation initiatives towards improved local governance. It supports the improvement of frame conditions, addresses regional (sub-national) governance issues and works towards the improvement of municipal services and citizens’ participation at municipal level. In the context of the German international cooperation approach, the Programme’s objectives are oriented within the framework of the Caucasus Initiative; thus, the improved professional exchange among the countries of the South Caucasus and their increasing cooperation are also objectives at the regional South Caucasus level.

The Programme is implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in Armenia co-financed by the Swiss Agency for Development and Cooperation (SDC) through its “Improvement of the Local Self-Governance System in Armenia” Programme. It is carried out in close cooperation with the Ministry of Territorial Administration and Infrastructure (MTAI) as the main political partner.

### Background

In Armenia, the territorial and administrative division inherited from the past, along with limited decentralization, posed significant challenges to local governance, effective service provision, and efficient use of financial resources. With 915 municipalities of varying population sizes and capacities, the municipal landscape was highly fragmented, with many municipalities unable to fulfil their functions effectively.

In 2015, the Government of the Republic of Armenia (GoA) launched a large-scale structural transformational process called the Territorial and Administrative Reform of Armenia (TARA) to address these challenges. The goal of TARA was to create a conducive framework for local self-governance and to build viable structures at the local level. The reform aimed to renew policy approaches to municipal planning, governance, management, and resource allocation within the governance system.

As of late 2022, TARA has resulted in a completely new territorial-administrative division, featuring 71 municipalities, 64 of which were consolidated, and 7 single municipalities. Inspired by the outcomes of TARA, the MTAI has taken a proactive approach to decentralization, including fiscal and sectoral decentralization. Before proceeding, the MTAI recognized the importance of developing an inventory of powers and functions of the Local Self-Government (LSGs), particularly mandatory ones, to understand the administrative and financial burden on municipalities.

The MTAI, leveraging technical support from GIZ, undertook an exhaustive inventory of local government powers. This effort was grounded in a detailed examination of 304 RA laws, leading to the identification of 1,283 legal norms. The focus on legal analysis within this framework was paramount, ensuring that local authorities operated within the bounds of the law, thus promoting accountability, equity, and transparency in governance.

A substantial legal review encompassing 14 sectors laid the groundwork for profound legislative improvements. This initial phase identified critical areas for legal refinement, setting a precedent for comprehensive legal amendments in 60 laws.

Building on this momentum, the GoA recognizes the imperative to extend this legal examination to 17 additional sectors. This expansion is driven by the need to involve broader aspects of governance and public service that are critical to the country's development and the well-being of its citizens. These sectors, identified through a collaborative and consultative process, range from environmental protection to digital infrastructure, public safety, public participation, and beyond, reflecting the evolving needs and priorities of Armenian municipalities and their constituents.

The extended legal review aims to deepen the analysis of administrative and financial responsibilities at the municipal level, fostering a more nuanced understanding of the legal frameworks that underpin these sectors. By addressing the legal intricacies of an expanded range of public administration areas, this phase seeks to drive further legislative enhancements, ultimately paving the way for a more agile, responsive, and effective local governance system.

The outcomes of this ambitious legal review will inform the development of a new edition of the Law on LSG and potentially other legislative amendments. This initiative is a critical step toward the development of the decentralization strategy, ensuring that legal reforms are aligned with the goals of empowering municipalities, improving public services, and enhancing the quality of life of people.

## **2. Tasks to be performed by the contractor**

Following the successful completion of the legal review in 14 sectors, which laid the groundwork for significant legislative improvements and streamlined governance systems, the MTAL aims to extend this crucial work into 17 additional sectors. These sectors have been identified as pivotal areas for further enhancing local self-governance, decentralization, and public service delivery across the country. The mentioned sectors are finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings, guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections.

The contractor is responsible for providing the following services:

**Task 1: Grouping the results of the inventory of powers according to the following areas: finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of**

**public order, regulation of public notices and public events, public and community service, management of apartment buildings**

Grouping or separating the results of the inventory of powers by the above-specified sectors should be implemented by the following logic:

- to separate and list the extracts of legal norms related to local governments in each field in a separate document.
- present separately the extracts and their compilations of powers assigned to local governments in the fields of finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings.

**Task 2: Studying and developing a legal analysis of the domestic legislation of the RA regulating the spheres of finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings**

- Study and develop a legal analysis of the domestic legislation of the RA regulating the sphere of finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings, with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.

**Task 3: Studying and developing a legal analysis of the law-enforcement practice of local government authorities in the fields of finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings**

- Analyse the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings.

**Task 4: Development of a single comprehensive document containing all 8 sectors**

- Develop legal analyses for 8 sectors in separate sections.
- Develop law enforcement analyses and main conclusions for 8 sectors in separate sections,
- Develop the conclusions made as a result of the above-mentioned analyses.
- Develop recommendations implying legislative, and law enforcement changes and additions aimed at solving the identified issues.

**Task 5: Finalize the package for 8 sectors**

- Discuss the package delivered within Task 4 with the MTAI and GIZ and based on the provided comments revise and finalize the documents.
- Submit the final documents to the MTAI and GIZ.

**Task 6. Group the results of the inventory of powers according to the following areas: guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections.**

Grouping or separating the results of the inventory of powers by the above-specified sectors should be implemented by the following logic:

- to separate and list the extracts of legal norms related to local governments in each field in a separate document,
- present separately the extracts and their compilations of powers assigned to local governments in the fields of guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections.

**Task 7: Studying and developing a legal analysis of the domestic legislation of the RA regulating the spheres of guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections**

- Study and develop a legal analysis of the domestic legislation of the RA regulating the spheres of guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections, with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.

**Task 8: Studying and developing a legal analysis of the law-enforcement practice of local government authorities in the fields of guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local**

**self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections.**

- Analyse the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections.

**Task 9: Development of a single comprehensive document containing all 9 sectors**

- Develop legal analyses for 9 sectors in separate sections.
- Develop law enforcement analyses and main conclusions for 9 sectors in separate sections,
- Develop the conclusions made as a result of the above-mentioned analyses.
- Develop recommendations implying legislative, and law enforcement changes and additions aimed at solving the identified issues.

**Task 10: Finalize the package for 9 sectors**

- Discuss the package delivered within Task 9 with the MTAI and GIZ and based on the provided comments revise and finalize the documents.
- Submit the final documents to the MTAI and GIZ.

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

Tasks/ Deliverables		Expert days (up to)	Duration/ Deadline
Task 1	<b><u>Grouping the results of the inventory of powers according to the following areas: finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings</u></b>		
Deliverable 1	Extracts and their compilations of powers assigned to local governments in the fields of <u>finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and</u>	20	08.05.2024

	<u>public events, public and community service, management of apartment buildings</u>		
<b>Task 2</b>	<b><u>Studying and developing a legal analysis of the domestic legislation of the RA regulating the fields of <u>finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings</u></u></b>		
Deliverable 2	Legal analysis of RA domestic legislation regulating the sphere of <u>finance and taxes</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.	64	24.05.2024
Deliverable 3	Legal analysis of RA domestic legislation regulating the sphere of <u>utilities, garbage collection, and sanitary cleaning</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		07.06.2024
Deliverable 4	Legal analysis of RA domestic legislation regulating the sphere of <u>environmental protection</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		17.06.2024
Deliverable 5	Legal analysis of RA domestic legislation regulating the sphere of <u>climate change and adaptation</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		26.06.2024
Deliverable 6	Legal analysis of RA domestic legislation regulating the sphere of <u>tourism</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		05.07.2024
Deliverable 7	Legal analysis of RA domestic legislation regulating the sphere of <u>protection of public order, regulation of public notices and public events</u> , with particular emphasis on the powers assigned to local governments by the legislative acts		16.07.2024

	regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		
Deliverable 8	Legal analysis of RA domestic legislation regulating the sphere of <u>public and community service</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		26.07.2024
Deliverable 9	Legal analysis of RA domestic legislation regulating the sphere of <u>management of apartment buildings</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		05.08.2024
<b>Task 3</b>	<b><u>Studying and developing a legal analysis of the law-enforcement practice of local government authorities in the fields of <u>finance and taxes, utilities, garbage collection, and sanitary cleaning, environmental protection, climate change and adaptation, tourism, protection of public order, regulation of public notices and public events, public and community service, management of apartment buildings</u></u></b>		
Deliverable 10	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>finance and taxes</u>	28	24.05.2024
Deliverable 11	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>utilities, garbage collection, and sanitary cleaning</u>		07.06.2024
Deliverable 12	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>environmental protection</u>		17.06.2024
Deliverable 13	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>climate change and adaptation</u>		26.06.2024
Deliverable 14	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>tourism</u>		05.07.2024
Deliverable 15	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>protection of</u>		16.07.2024

	<u>public order, regulation of public notices and public events</u>		
Deliverable 16	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>public and community service</u>		26.07.2024
Deliverable 17	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing the <u>management of apartment buildings</u>		05.08.2024
<b>Task 4</b>	<b>Development of a single comprehensive document containing all 8 sectors</b>		
Deliverable 18	<ul style="list-style-type: none"> <li>– legal and law enforcement analyses for 8 sectors in separate sections,</li> <li>– the conclusions made as a result of the above-mentioned analyses,</li> <li>– recommendations implying legislative, and law enforcement changes and additions aimed at solving the identified problems.</li> </ul>	4	09.08.2024
<b>Task 5</b>	<b>Finalization of the package for 8 sectors</b>		
Deliverable 19	<ul style="list-style-type: none"> <li>– Final package of the legal and law enforcement analyses for 8 sectors in separate sections, based on the recommendations of the MTAI and GIZ, together with the recommendations implying legislative changes and additions aimed at solving the identified problems.</li> <li>– Presentation of the results for 8 sectors.</li> </ul>	4	15.08.2024
<b>Task 6</b>	<b><u>Grouping the results of the inventory of powers according to the following areas: guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections</u></b>		
Deliverable 20	Extracts and their compilations of powers assigned to local governments in the fields of <u>guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the</u>	20	06.09.2024

	<u>context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspection</u>		
<b>Task 7</b>	<b><u>Studying and developing a legal analysis of the domestic legislation of the RA regulating the spheres of guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspections</u></b>		
Deliverable 21	Legal analysis of RA domestic legislation regulating the sphere of <u>guardianship and trusteeship</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.	72	12.09.2024
Deliverable 22	Legal analysis of RA domestic legislation regulating the sphere of <u>judicial protection of the rights of communities</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		23.09.2024
Deliverable 23	Legal analysis of RA domestic legislation regulating the sphere of <u>local anti-corruption policy</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		30.09.2024
Deliverable 24	Legal analysis of RA domestic legislation regulating the sphere of <u>alienation of community property for the needs of society and the state</u> , with particular emphasis on the powers assigned to local governments by the legislative acts		07.10.2024

	regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		
Deliverable 25	Legal analysis of RA domestic legislation regulating the sphere of <u>public participation in local self-government in the context of the amalgamation of communities</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		11.10.2024
Deliverable 26	Legal analysis of RA domestic legislation regulating the sphere of <u>protection of the rights of youth and persons with disabilities</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		18.10.2024
Deliverable 27	Legal analysis of RA domestic legislation regulating the sphere of <u>rights of citizens and business entities</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them.		25.10.2024
Deliverable 28	Legal analysis of RA domestic legislation regulating the sphere of <u>protection of the rights and interests of national minorities</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		05.11.2024
Deliverable 29	Legal analysis of RA domestic legislation regulating the sphere of <u>legal and professional control, accounting, state control, financial control, and inspection</u> , with particular emphasis on the powers assigned to local governments by the legislative acts regulating that sphere, legislative gaps, contradictions, and ambiguities caused by them		15.11.2024

Task 8	<p><b>Studying and developing a legal analysis of the law-enforcement practice of local government authorities in the fields of <u>guardianship and trusteeship, judicial protection of the rights of communities, local anti-corruption policy, alienation of community property for the needs of society and the state, public participation in local self-government in the context of the amalgamation of communities, protection of the rights of youth and persons with disabilities, rights of citizens and business entities, protection of the rights and interests of national minorities, legal and professional control, accounting, state control, financial control, and inspection</u></b></p>		
Deliverable 30	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>guardianship and trusteeship</u>		12.09.2024
Deliverable 31	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>judicial protection of the rights of communities</u>		23.09.2024
Deliverable 32	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>local anti-corruption policy</u>		30.09.2024
Deliverable 33	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing the <u>alienation of community property for the needs of society and the state</u>	32	07.10.2024
Deliverable 34	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>public participation in local self-government in the context of the amalgamation of communities</u>		11.10.2024
Deliverable 35	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing the <u>protection of the rights of youth and persons with disabilities</u>		18.10.2024
Deliverable 36	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>rights of citizens and business entities</u>		25.10.2024
Deliverable 37	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing the <u>protection of the rights and interests of national minorities</u>		05.11.2024

Deliverable 38	Analyze the legal and practical challenges faced by local government authorities in enforcing the laws and regulations governing <u>legal and professional control, accounting, state control, financial control, and inspection</u>		15.11.2024
<b>Task 9</b>	<b>Development of a single comprehensive document containing all 9 sectors</b>		
Deliverable 39	<ul style="list-style-type: none"> <li>– legal and law enforcement analyses for 9 sectors in separate sections,</li> <li>– the conclusions made as a result of the above-mentioned analyses,</li> <li>– recommendations implying legislative, and law enforcement changes and additions aimed at solving the identified problems.</li> </ul>	4	26.11.2024
<b>Task 10</b>	<b>Finalization of the package for 9 sectors</b>		
Deliverable 40	<ul style="list-style-type: none"> <li>– Final package of the legal and law enforcement analyses for 9 sectors in separate sections, based on the recommendations of the MTAI and GIZ, together with the recommendations implying legislative changes and additions aimed at solving the identified problems.</li> <li>– Presentation of the results for 9 sectors.</li> </ul>	4	05.12.2024
<b>Total</b>		<b>up to 252</b>	

Period of assignment: from 13.05.2024 until 10.01.2025.

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.

#### Technical-methodological concept

**Interpretation of objectives (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. Following this, the tenderer presents and justifies the explicit interpretation with which it intends to provide the services for which it is responsible.

**Strategy (1.2):** Presentation of a strategy on how to implement the assignment, including how to achieve a nuanced understanding of administrative and financial responsibilities at the municipal level through comprehensive legal analysis and stakeholder engagement.

**Work schedule and time schedule (1.4):** The tenderer is required to describe the key **processes** for the services for which it is responsible and create a **work schedule** that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and present time schedule.

#### **4. Personnel concept**

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

##### **Team leader (4.1)**

###### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Coordinating and ensuring communication with GIZ and MTAI.
- Personnel management, planning, and steering assignments.
- Regular reporting in accordance with deadlines.

###### Qualifications of the team leader

- University Degree in Law, Public Administration, Political Science, or a related field.
- Over 10 years of professional experience in advising state and/or donor agencies on reforms related to local self-governance, public administration, and decentralization.
- Proven track record in drafting legislative acts regulating local self-government.
- Significant experience in carrying out sectoral institutional assessments.
- Established expertise in implementing legal comparative and law enforcement analysis, particularly within the RA's legislative context regarding local self-government.
- Demonstrated success in supporting legal analysis of national legislation that refers to local governance, including developing legal recommendations and proposing legal amendments focused on local governance.
- Excellent analytical and writing skills in Armenian, capable of producing high-quality knowledge products within tight deadlines.

### Short-term expert pool with up to 3 members (4.2)

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member for the assessment.

#### Qualifications of the short-term expert pool

- University Degree in Law, Public Administration, Political Science, or a related field.
- A minimum of 5 years of professional experience focusing on advising state and/or donor agencies on matters of state/local governance, public administration, decentralization, or similar fields.
- Experience in the drafting of legislative acts and carrying out legal analyses related to local self-government.
- Participation in sectoral institutional assessments and familiarity with legal comparative analysis as per the domestic legislation of the RA on local self-government.
- Strong analytical and writing skills in Armenian, with the ability to meet project deadlines and produce detailed analytical reports.

## 5. Costing requirements

### Assignment of personnel and travel expenses

Specification of inputs

Fee days	Comments
<b>Fees of TL/key expert/short-term expert pool</b>	Expert fee(s), per working day and in total
Travel expenses	Comments
<b>Overnight allowance in country of assignment</b>	Accommodation is reimbursed by 14.000 AMD per night as a lump sum or upon provision of evidence.
Transport	Comments
<b>Travel expenses (train, car)</b>	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
<b>Other costs</b>	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 technical proposal must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organized 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 English (language).

The complete tender must **not exceed 20 pages** (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. The information about the bidder must **not exceed 2 pages**. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the requirements specified in the ToR. The CVs shall **not exceed 10 pages** each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

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