

Democratic Institutions and Innovative Policy-Making in Armenia (DIIPMA)

(2023-2033)

(Tentative title of planned project)

Feasibility Study – Terms of Reference

1. Context

Democratic decline is a global ongoing trend of the first two decades of 21st century. It is well documented both by the academia and practitioners, and myriad of global factors are considered contributing to this trend. These factors vary from the misuse of immense and largely unregulated potential of new technologies, restrictive policies triggered by COVID 19 pandemic and ending with geopolitical ambitions of autocratic regimes to meddle in political developments of third countries and regions.

In addition to these global factors, regional dynamics are hardly conducive for democratic development. Increased security challenges, lack of well-established democratic traditions and practices, general public mistrust towards politics and political institutions and dissatisfaction from the results of early and partial attempts of building democratic statehoods are vividly observable in broader regions of Eurasia and Middle East.

The South Caucasus region is caught in between three larger neighbors with increased autocratic inclinations. This context does not provide much space for diffusion of democratic values and practices. Limited opportunities and frameworks of engagement with EU, membership to the Council of Europe, as well as initiatives of other actors traditionally engaged in the promotion of democracy remain the only external support for the civil society and democratically inclined political actors of the region.

In this context, the **democratic opening of Armenia** as a result of mass peaceful protests of 2018 was viewed as a silver lining in terms of overall democratic trends in the region and was positively recognized globally¹. This democratic opening and following developments made Armenia as one of the most, if not the most, successful democratizing country in the broader post-communist region². This democratic opening coincided with transition of **Armenia to a parliamentary system** from a semi presidential system. This increased the importance and expectation of the National Assembly both in terms of democratic representative body as well as the main forum where public policy is being discussed and forged.

So far several notable results were recorded, including the organization of snap parliamentary elections in late 2018 and summer 2021 perceived as overwhelmingly democratic and legitimate both internally and by international observers³. Reforms related to good governance, fight against corruption, elections and political parties, advancement of certain aspects of human

¹ See for example The Economist's "Country of the Year 2018", <https://www.economist.com/leaders/2018/12/22/the-economists-country-of-the-year-2018>

² See for example Freedom House's Nations in Transit report of 2021, chart "The Downturn Deepens", p.2 <https://freedomhouse.org/report/nations-transit/2021/antidemocratic-turn>. V-Dem reports for 2018, 2019, 2020, 2021 constantly put Armenia among the top performers in terms of democratization.

³ See respective OSCE ODIHR Elections Observation Final Reports, 2021 https://www.osce.org/files/f/documents/5/4/502386_0.pdf and 2018 <https://www.osce.org/files/f/documents/b/7/413555.pdf>

rights, including police reform, accomplishment of territorial administration reform and various additional ones were considered a success or are in the stage of implementation⁴.

At the same time many commitments of an ambitious agenda of broad democratic reforms expected from the post 2018 government are yet to materialize. The implementation of this agenda has been affected by internal factors (lack of clear strategy for these reforms and synchronization of efforts both within different branches of power and external actors, and internal political turmoil resulted from the 2020 war in Nagorno Karabakh) and external developments (COVID-19 pandemic, escalation of Nagorno Karabakh conflict into a large scale devastating war and attacks on Armenian borders and incursion on Armenian territories⁵).

The 2021 snap parliamentary elections reaffirmed broad public support to the incumbent government and its pledge of continuation and deepening of democratization efforts. More specifically the Government program for 2021-2026 reiterated the importance of improvement of the independence of the judiciary, reform of public administration, proper implementation and improvement of anti-corruption legislation, advancement of decentralization and else⁶.

Despite some successful examples of inclusive, consensus based, effective and evidence based policy making, overall the process remains characterized by many shortcomings, including:

- Highly formalized legislative process with rigid time limits,
- Insufficient policy making at the initial stage of the legislative process,
- Insufficient stakeholder consultation at the policy formation stage and engagement with civil society at different stages of policy cycle,
- Lack of comprehensive and reliable regulatory impact assessment,
- Lack of specially trained staff for legislative drafting,
- Density of legislation and legislative overload,
- Lack of institutional capacity within the parliament to carry out core functions⁷, including seemingly diminishing role for the National Assembly compared to post 2018 years in the initiation of legislative process,
- Problems of policy implementation and lack of oversight both by state and non-state actors⁸.

Additionally, the situation is further exacerbated by a **high level of political polarization**: the ruling faction and oppositional factions of the parliament so far have not been engaged in policy dialogue with regular and frequent boycotts of parliamentary and committee sessions by the representatives of the political minority.

These shortcomings are partly compensated by extra-parliamentary opposition and **civil society organizations (CSOs) and initiatives**. CSOs are traditionally vibrant and sustainable⁹,

⁴ See for example Parliamentary Assembly of Council of Europe (PACE) 2022 resolution on “The functioning of democratic institutions in Armenia” <https://assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=29607&lang=en>

⁵ According to Freedom House Freedom in the World report, the main backsliding in Armenia’s score for these years was related to “Personal Autonomy and Individual Rights” due to “Azerbaijani forces impeded internal movement, in part by occupying Armenian territory and erecting roadblocks”, ” <https://freedomhouse.org/country/armenia/freedom-world/2022>

⁶ Government program for 2021-2026, adopted Augusts 18, 2021 <https://www.gov.am/files/docs/4737.pdf>

⁷ For more on these functions, see “Supporting Parliamentary Development. An Issue Paper”, by Swiss Agency for Development of Cooperation SDC, 2016 https://www.shareweb.ch/site/DDLGN/Documents/Issue%20Paper%20Parliament%20Support_FINAL.pdf , pp. 8-11

⁸ For more on the shortcomings of legislative process in Armenia, see OSCE ODIHR’s 2014 “Assessment of Legislative Process in the Republic of Armenia” findings remain largely relevant, <https://www.osce.org/odihr/126128>

⁹ Civil Society Organization Sustainability Index, 2021 Report on Central Europe and Eastern Europe and Eurasia rank’s Armenia’s civil society as the second most sustainable in the Eurasian region

and actively engaged in the advocacy of policy changes and public oversight over the implementation of policies. However these functions are only being carried out episodically, on ad hoc basis¹⁰. Further institutionalization of public participation as well as improving the skills of civil society actors and the development of tools for their increased and systematic engagement in policy making is needed. General negative trends, including limitations funding, freedom and rights of participation¹¹ of civil society observable in the regions and globally should also be taken into account.

Despite notable improvements of the **media landscape** and the highest standing in the Media Freedom Index in the SC region¹² (51th globally), and most media outlets are closely tied to political groups mirroring political polarization. This results is lack of media independence and editorial freedom with frequent cases of misinformation and disinformation disseminated by traditional media outlets further exacerbated by the increased and unregulated influence of social media, the main news source in Armenia with 2/3 of population daily access to it¹³. In this context, meaningful and fact based media coverage of different stages of policy making process is marginal limiting public awareness and participation.

Similarly, **academia, think tanks and other research institutions** and their products only marginally participate to the policy making process. Functions of informing policy decision by providing reliable and timely evidence as well as contributing to public oversight over implementation of adopted policies remain underutilized. **Independent state institutions**, most notably Human Rights Defender Office, in number of cases contributed to policy making process, including by advocating for or against certain legislative changes. However this role in this case as well remains not institutionalized.

2. Switzerland's Governance project in Armenia

Against this background and based on its Regional Development Cooperation Program 2022-25 (Program 2022-2025)¹⁴, the Swiss Cooperation Office South Caucasus (SCO SC) is mandated to increase its engagement in Armenia in the area of promoting democratic institutions and practices. Outcome 2 of the Program 2022-2025 sets the goal of prompting public institutions at national and local levels to become increasingly effective, inclusive and accountable to all citizens and rights holders, and these institutions abide by human rights and the rule of law.

Against this mandate the SCO SC in Armenia plans to explore the possibilities to design and implement a project (*tentative title/subject to revision*) **Democratic Institutions and Innovative Policy-Making in Armenia (2022-2032)**. This feasibility study is aimed at proposing and concretizing orientation of the contribution by Switzerland as well as explore the opportunities of synergies with other donors ("committed parties"), including the establishment of a common

<https://www.fhi360.org/sites/default/files/media/documents/csosi-europe-eurasia-2020-report.pdf>

¹⁰ Asian Development bank's Civil Society Brief: Armenia from November 2021 summarizes the ecosystem of CSOs engaged in specific fields as well as the limitations of this engagement, <https://www.adb.org/sites/default/files/publication/749366/civil-society-brief-armenia.pdf>

¹¹ Responding to the Contested Space for Civil Society, SDC Guidance Sheet, 2022 <https://www.shareweb.ch/site/DDLGN/Documents/SDC%20Guidance%20sheet%20Civil%20Society%20Space.pdf>

¹² Reporters without Borders, "Europe - Central Asia: Polarisation to the west, war & propaganda to the east" <https://rsf.org/en/region/europe-central-asia>

¹³ Reporters without Borders, 2021 report on Armenia <https://rsf.org/en/country/armenia>

¹⁴ Regional Development Cooperation Program 2022-25 (Program 2022-2025) <https://www.eda.admin.ch/countries/armenia/en/home/international-cooperation/strategy.html>

strategic framework for action which aims at uniting and operationalizing shared visions, compatible objectives, intentions and funds.¹⁵

The proposed Swiss project shall consist of an inception phase, two four-year phases and an additional 2-years exit phase. The total financial volume of the Swiss contribution will be inductively CHF 7.5 million over 10 years.

The preliminary **overall objectives** of the project are to improve the national institutional capacities of key policy making bodies, increase the participation of non-state actors and the public in evidence based, innovative and consensus driven policy making as well as public oversight on policy implementation.

The project will engage in selected thematic topics/policy areas (2-4) that are closely linked to Armenia's democratic reform agenda, international commitments, SDCs governance priorities as well as Swiss priorities in South Caucasus within the three main development themes¹⁶.

The project shall build on Switzerland's international commitments, on its strengths, SDC's priorities and systemic approach on governance¹⁷. It shall explore the possibilities of mobilizing relevant Swiss expertise in terms of:

- citizen participation approaches and elements of direct democracy,
- facilitation of consensus seeking in the parliament and beyond, as well as
- practices of effective and innovative policy making based on cutting-edge methodologies¹⁸.

The proposed **Theory of Change** below should be validated and amended based on the findings of the feasibility study:

IF the inclusive, innovative and evidence-based policy-making capacities of national state bodies, especially the parliament and the cabinet, are strengthened;

IF relevant non-state actors (CSOs, media, academia and think tanks) and independent state institutions (Human Rights Defender, Chamber of Audit)¹⁹ are supported to improve their expertise and competence in participation and advocacy at all stages of the policy cycle,

THEN the core parliamentary functions of representation; legislation; deliberation and scrutiny will improve, the level of trust towards democratic decision-making and representative institutions will increase;

THEN the quality and legitimacy of policy decision will increase, and their implementation will benefit from improved public oversight, and;

THEN an increasing number of inclusive and effective policies based on evidence and considering the views of the public will be drafted and implemented,

¹⁵ The overall objective of the common strategic framework, in case it is deemed feasible, shall be established on the basis of the results of this consultancy, reflecting the common denominator of the strategic commitments of the interested parties. Based on the consultation of the pre-identified "committed parties", a first draft of a logical framework, with outcomes and outputs attributed to the parties and estimated respective financial contributions, shall be elaborated.

¹⁶ As reflected in the Regional Development Cooperation Program 2022-25 (Program 2022-2025) <https://www.eda.admin.ch/countries/armenia/en/home/international-cooperation/strategy.html>

¹⁷ The SDC's Guidance on Governance, <https://www.shareweb.ch/site/DDLGN/Documents/SDC%20Governance%20Guidance%20En%20201110%20B%20Web.pdf>

¹⁸ See for example Wolf Linder and Sean Mueller, 2021, "Swiss Democracy: Possible Solutions to Conflict in Multicultural Societies", <https://link.springer.com/book/10.1007/978-3-030-63266-3#about-this-book>, Swiss Political System <https://www.wolf-linder.ch/wp-content/uploads/2010/11/Swiss-political-system.pdf>

¹⁹ <https://www.shareweb.ch/site/DDLGN/Documents/SDC%20Guidance%20sheet%20Civil%20Society%20Space.pdf>

BECAUSE policy-making processes are more effective and relevant when policy makers are inclusive and accountable to all citizens and rights-holders and abide by human rights and the rule of law;

BECAUSE key decision-makers have the political will to enhance democratic decision; and

BECAUSE trust and transparency are essential elements of well-functioning democratic institutions.

The tentative **Underlying assumptions** to be validated, expanded or reformulated through the feasibility study are the following:

- There is a strong political will among key decision makers to enhance democratic decision making practices, experiment innovative and inclusive approaches and further institutionalize successful practices, methods and tools.
- There is a strong commitment from other political actors to adhere to the democratic rules of engagement and improvement of policy making process in Armenia.
- There is enough capacity and interest among the independent state institutions, civil society and broader public to engage in a meaningful dialogue at all stages of policy cycle.

3. Objectives of the feasibility study

The overall purpose of the feasibility study is to provide sound analysis and advice, including through

- determining the perspectives, the scope and the fundamentals of a **common strategic framework** by mapping of the relevant stakeholders including at the level of units and change leaders in public institutions and none state actors (civil society organizations, media outlets and research institutions) both at the national and grassroots levels;
- consulting on the feasibility of governance project as a component of **strategic framework** versus as **stand-alone status** coordinated with other efforts but free of contractual mutual obligations to other players;
- determining the selection criteria for identification of thematic topics/policy areas and providing of the preliminary outline of these thematic topics/policy areas, their relevance to governance project, including in the context of the potential for **synergies with SDC ongoing and planned interventions**;
- outlining the **approaches and innovative methodologies**, including digital solutions, related to all key stages of policy making process and facilitating meaningful and consensus driven citizen participation and preliminary assess the applicability of those in Armenian context,
- suggest specific guidance and advice related to project development and implementation planning.

The feasibility study should come up with a realistic proposal on which kind of **implementation structure** for the governance project would be needed, and how to conceive it in case a common strategic framework is deemed feasible, including how this framework shall be conceived; how it and Swiss component would be related to each other at the level of operational planning.

As a starting point, the **feasibility study** shall conduct an analysis of what are Armenia's most important threats and opportunities in making public institutions increasingly democratic, effective, inclusive and accountable to all citizens and rights holders. Based on this description of the need for action, it shall

- a. **define the key features of a governance project** in terms of substance, structure, limited number of relevant thematic topics/policy areas, and operationalizing in terms of a theory of change, an overall impact statement, outcomes and outputs as well as propose up to three project approaches to be tested during the inception phase
- b. **explore the feasibility and orientation of a common strategic framework**, based on a targeted consultation of relevant multilateral and bilateral players. This consultation shall include the identification of committed parties, their potential contributions, and the fundamentals of implementation of the framework;
- c. **relate** both the proposed Governance project and a potential common intervention by a group of committed parties, **to existing capacities of state and non-stated institutions in Armenia** for implementation and coordination.

Against the overall objective of the project, **important issues related to project development and implementation planning** to be answered in the study are:

- What are the key determinants of successful cases of inclusive policy making in Armenia and how those can be taking into account in the governance project? Similarly, what are the key bottlenecks (institutional, legal, political financial, cultural, and else) in this area?
- What are the current contributions and roles of the CSOs and other non-state actors in policy making cycle, and how can they be strengthened? What are the key determinants of successful cases?
- What should be the focus of governance project in terms of stakeholders, beneficiaries and target groups, geographies if applicable? What are the level of interest and capacities of potential institutional stakeholders and beneficiaries in Armenia?
- What is the preferred institutional set up to mobilize and build most efficiently partnership of local actors and international (including Swiss) institutions with strong expertise in all or selected key phases of policy cycle (innovative policy design, consensus formation, citizen participation and monitoring and else); How practices and solutions originating in Switzerland or in multilateral settings could enhance democratic policy making practices in Armenia?
- What thematic topics and policy areas with strong linkages to SDCs governance priorities as well as Swiss priorities in South Caucasus should governance project include? What are opportunities for synergies with ongoing SDC projects?²⁰
- What are international best practices, standards and key features of successful approaches in governance projects, including parliamentary strengthening, civil society assistance, civic participation and monitoring, public policy and consensus formation²¹?
- What are best and sustainable digital solutions contributing to the strengthening of democratic policy making and civic participation and monitoring and how relevant and applicable are those in Armenian context?
- What are the best solutions to integrate gender and LNOB perspectives in the design of the governance project?
- What are thematic priorities and financial contributions of other parties to a common strategic framework? Which development partners are potentially best compatible in

²⁰ The SDC will provide information on relevant ongoing projects in Armenia and programmatic guidance.

²¹ For example see OECD's accountability and Democratic Governance: Orientations and Principles for Development, https://www.oecd-ilibrary.org/development/accountability-and-democratic-governance/principles-for-parliamentary-assistance_9789264183636-13-en and especially chapter 10, IPU's Common Principles for Support to Parliaments, <https://www.ipu.org/resources/publications/reference/2016-07/common-principles-support-parliaments>, DFID's Guide to Working with Parliaments and Political Parties https://data.parliament.uk/DepositedPapers/Files/DEP2018-0824/GUIDE_TO_WORKING_WITH_PARLIAMENTS_AND_POLITICAL_PARTIES_final.pdf

terms of flexibility in their partnership modalities? What implementation structure could be conceived in case such partnerships are feasible?

In view of the design of a new project, the consultancy is expected to substantiate, differentiate and operationalize the **underlying assumptions and the tentative Theory of Change** and to address a number of **key topics** as indicated in the tentative outline of the project report (Annex 1).

4. Methodology

Desk research of relevant documents, including:

- Policy documents of the GoA,
- Documents of SCO projects in ARM²² (Annex 3);
- Relevant reports and project documents by international organizations and financial institutions, academia and independent institutes;

Interviews and consultations of resource persons and relevant organizations, including:

- Potential representatives of stakeholders and their organizations;
- Government authorities and international development partners.

Up to three intermediate discussions between consultant and SCO SC Armenia Office; joint decision-taking on course of work process.

Up to two workshops to validate assumptions, conclusions and recommendations, including government officials, other development partners, SCO project partners, civil society, media and scientific resource persons.

5. Deliverables / Reporting

The consultancy is expected to provide the following deliverables:

- One or two **workshops** to validate results, conducted prior to finalization;
- A **report** (20-25 pages). For structure and content see Annex 1;
- A **project concept note** (max. 5 pages). For structure and content see Annex 2.

An electronic copy of all the DRAFT deliverables shall be submitted to the SCO SC Armenia Office for comments 20 days upon the completion of the field research and consultations. The SCO SC will provide the consultants with its feedback within 10 days after submission.

Electronic copies of the final products shall be submitted to SCO SC Armenia Office 10 days upon the reception of comments by the SCO SC.

The report shall be written in English and not exceed 25 pages (without executive summary and annexes). Format: Arial 11.

Depending on decisions by the SCO SC related to the planned project, the consultants might be invited to elaborate the necessary documents for a subsequent potential tender process.

²² Relevant ongoing or planned SCO projects in ARM cover the following areas: Economic Development of Protected Areas, Local Governance; Agricultural VET

6. Proposed work plan

The following work plan provides suggested dates, responsibilities and resources needed for the various activities of the evaluation process. This work plan will eventually be adapted and agreed, based on a detailed work plan proposed by the consultant team. Start and end date are in principle fixed. **Award decision and contracting are expected to take place prior to the 2nd of December and 9th of December respectively.**

Activity	Date	Responsible parties
Briefing with the Management of SCO SC Armenia Office	December	SDC; Consultant
Field mission	January 16, 2023	Consultants
Debriefing at Yerevan to present draft report	January 27	SDC; Consultants
Validation Workshops (at least one physical)	January 16-26	Consultants
Submission of draft report	February 10	Consultants
Final Report	March 3	Consultants

Task / Activity	Number of Working Days
Preparatory work, data collection and analytical work, organizing meetings with local stakeholders	14
Field mission to Armenia	12
International travel	2
Report writing	10
Total of working days of consultancy team	38

A briefing with the Management of SCO SC Armenia Office will take place at the beginning of the assignment, as well as a debriefing to present the draft report, prior to the workshops. 2-3 intermediate discussions shall take place to discuss and decide on the course of the study process.

The mission to Armenia is expected to take place at the earliest convenience of the consultants, but not later than after January 30. The mission will be undertaken in compliance with COVID-19 containment measures effective in Armenia. Should the epidemiological situation disallow travel, an online format of the consultancy will be considered by the SCO SC.

7. Required Qualifications

Given the scope of the study, a team of at least one international and one local consultant shall be recruited.

The consultancy team with the following qualifications are eligible to **conduct the assignment**:

- Advanced University degree or equivalent in political sciences, law, development studies, public administration, preferably with a focus on public policies and public sector reform

- Minimum 10 years of professional experience of conducting similar assignments for international organizations or the public sector, preferably in promoting of democratic institutions and practices, including parliamentary strengthening and civil society assistance,
- Excellent knowledge of the development context and the political and economic background of Armenia. Previous working experience in the region (South Caucasus or Eastern Europe). Very good knowledge of the international debate, and notably of Switzerland, in the thematic areas under study.
- Strong research and analytical skills; abilities to operationalize analytical results into actionable recommendations.
- Experience with the SDC desirable
- Excellent verbal and written communication skills in English. Knowledge of the Armenian language (reading and speaking) for local consultant.

In addition to the above competences and skills, the selection will be done on the basis of the submission of a short description of the understanding of the present mandate, as well as on the financial offer.

Proposals can be submitted by teams, consisting of an international and a local consultant.

8. Application

Interested candidates, including consulting firms and individual consultants, are invited to send an application package, including the below listed documents, in English to the following email: Yerevan@eda.admin.ch by **24th of November, 2022, 24h** (CET time):

- A profile/CV demonstrating the firm's/consultant's relevant experience and competencies.
- A brief proposal (maximum 5 pages) where the methodology and work plan are presented, as well as a short description of the understanding of the present mandate.
- A detailed financial proposal, indicating the cost required for undertaking the assignment. The financial proposal is to be submitted in accordance with the requirements outlined in Annex 4.

In the subject line, please indicate ***“Democratic Institutions and Innovative Policy-Making in Armenia (2022-2032)”***.

Only complete applications with all the documents described above and submitted not later than by the deadline will be considered.

ANNEXES:

- Annex 1. Tentative Outline of the Report
- Annex 2. Tentative Outline of a Project Concept Note
- Annex 3. List of SDC project-related documents
- Annex 4. Requirements for the Financial Proposal

TENTATIVE OUTLINE OF THE REPORT (20-25 p.)

Executive Summary

1. Introduction and Methodology

2. Context analysis

- 2.1. Context and existing challenges,
- 2.2. Policy making process, institutional framework and parliament's capacity,
- 2.3. Democratic reform agenda and priorities,
- 2.4. Role, potential and challenges of civil society actors in progressing democratic reform;

3. Analysis of Stakeholders and Development Partners

- 3.1. Description, analysis and mapping of national stakeholders,
- 3.2. International Development Partners: description and mapping of strategic visions and relevant ongoing and planned projects/programs,
- 3.3. Potential, limits and requirements for a programmatic approach of committed parties,
- 3.4. Mapping of Swiss expertise and solutions in democratic policy making relevant to Armenia and the governance project.

4. Project Outline

- 4.1. Strategic orientation: Thematic focus and institutional set up – civil society and improving public policies. Overall objective - main objectives/outcomes – potential activities - Theory of Change and Underlying Assumptions
- 4.2. Potential stakeholders and beneficiaries
- 4.3. Implementation strategy for programmatic approach (if deemed feasible), including:
 - 4.3.1. Potential partnerships and contributions by other development partners,
 - 4.3.2. Role of Government institutions/agencies,
 - 4.3.3. Mechanisms and modalities to tap into international knowledge
 - 4.3.4. Sources of funding and allocation thereof

5. Project: Relevance - Risk assessment - Sustainability

- 5.1. Relevance of the proposed program with reference to context, democratic reform priorities and other donors' interventions
- 5.2. Risks/challenges: Preliminary assessment; potential mitigation measures
- 5.3. Considerations on
 - 5.3.1. coherence and synergies with existing SDC portfolio in ARM and SC
 - 5.3.2. sustainability and scaling up

6. Open questions for further clarification

- 6.1. Critical assumptions left for verification in the early stage of the intervention
- 6.2. Additional data needed for operational planning

List of annexes

TENTATIVE OUTLINE OF A PROJECT CONCEPT NOTE (10 p.)

The project concept note shall provide, but be not limited to, the following reference information. The final structure will be agreed between consultant and the SDC based on draft report.

- **Context** - Key information related to rural small businesses, their challenges and relevance to poverty reduction; relevant Government policies
- **Relevance** - Relevance of the proposed program with reference to context, Government priorities and other donors' interventions
- **Objectives** - Overall impact of the intervention/ intended situation after the end of the project; main objectives/outcomes; target regions; Theory of Change
- **Stakeholders, beneficiaries and outreach** - stakeholders' analysis (roles and responsibilities, interests, incentives), tentative information about direct and indirect final beneficiaries
- **Intervention Strategy** - Outline of intervention strategy (with options, if appropriate, with key criteria for the selection among these options); potential partnerships with other development partners; role of Government RA
- **Partnership relations and cooperation** - With stakeholders; with development partners; Government institutions and agencies ;
- **Financial considerations** - Allocation of resources; possible contributions of partners
- **Risk assessment - sustainability** - Initial risk assessment; considerations on sustainability and scaling up.
- **Open issues**

LIST OF SDC PROJECT-RELATED DOCUMENTS

Improvement of the Local Self-Governance System in Armenia (LSG)

- Project Document, July 2019
- Operational Report, GIZ, April 2020-March 2021
- Mid Term Evaluation Report, December 2022

Strengthening the Anti-Corruption Committee of Armenia

- Project Document, September 2020
- Final Report, OSCE, November 2022
- Final Evaluation, February, 2022

Living Landscapes for Market Development in Armenia (LILA)

- Project Document, WWF, September 2021
- Feasibility Study

Local Sustainable and Inclusive Growth in Mountainous Armenia (SIGMA)

- Project Concept Note, March 2022
- Feasibility Study, February 2022

Modernizing VET Agriculture in Armenia (MAVETA)

- Project Document. Available in August 2022
- Vocational Education and Training in Agricultural Value Chains in Armenia: Analysis and the Way Forward by Mkhitar Balayan, Yerevan 2020

Strengthening the Climate Adaptation Capacities in the South Caucasus (SCAC SC)

- Project Document, Sustainable Caucasus, UniGe, October 2018.
- Interim Narrative Reports
- Caucasus Regional Research Agenda (C-RRA) 2020-2030, endorsed by the Second CMF held in Ankara, Turkey, from 30 October to 1 November 2019

REQUIREMENTS FOR THE FINANCIAL PROPOSAL

- **TYPE A for employed persons**

Mandate Type A

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/Abrechnungsformular-Auftrag-Typ-A_EN.xls

- **TYPE B for legal persons and institutions**

Mandate Type B

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/Abrechnungsformular-Auftrag-Typ-B_EN.xls

General Terms and Conditions of Business (GTC) of the Swiss Federal Department of Foreign Affairs (FDFA) for Mandates (Types A and B)

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/auftraege/CG-contrats-A-B-2015_EN.pdf

Factsheet on Compensation for Fees and Expenses

https://www.collaboration.eda.admin.ch/en/Documents/Merkblatt%20Honoraren%20und%20Spesen_EN.pdf