
**Project number/
Revisit and Alignment of the Integration and Reintegration Strategy cost centre:
83452322**

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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

“Economic and social participation of vulnerable displaced and local population in the South Caucasus” (EPIC) is a regional South Caucasus project, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). In Armenia the project was launched in October 2018.

The project in Armenia serves the following objectives:

- a. improve the overall framework conditions in the country for economic and social integration of vulnerable displaced and local populations through strengthening capacities of state and non-state actors;
- b. increase income opportunities for the target group, especially for women and young people, through increasing their employability skills and improving business development opportunities for them;
- c. create new economic perspectives for vulnerable displaced women, refugee women, women in refugee-like situation and local women;
- d. empower the target group, especially youth and women, and their organizations to promote change in their communities;
- e. strengthen capacities for gender-, inclusion-, context- and conflict-sensitive dialogues between state and non-state actors and the target group.

EPIC is highly committed to gender equality and promotes women’s economic empowerment and social participation within their communities.

The necessity for developing an Integration and Reintegration Strategy (Draft Strategy) for Armenia is determined by the fact that there is no comprehensive policy aimed at integration and reintegration of displaced persons and other relevant groups in Armenia, and no target policies are being implemented. In fact, there are some programmes aimed at the reintegration of returning citizens that are implemented mostly by non-governmental organization (NGOs), basically through funding from international organizations and the countries where returnees are sent back from, with occasional involvement of some state agencies in the mentioned programmes. Such programmes, however, are not sustainable and don’t cover all the needs of returning population groups. There is an issue of coordination of programmes implemented by various agencies in this area, having a negative impact first of all on the activities of state government bodies, but also on the activities of international organizations and NGOs operating in this field.

Thus, with the objective to improve the framework conditions for the integration of displaced persons in Armenia, GIZ provided technical support to the Migration Service of Armenia back in 2019-2020 for the development of a comprehensive integration strategy for displaced persons - including migrants, returnees, asylum seekers in Armenia. To this end, GIZ also closely cooperated with the Organization for Security and Co-operation in Europe (OSCE). The Draft Strategy institutionalizes the integration/reintegration process of different groups by defining target policies, establishing a referral system and coordinating different initiatives aimed at the integration of displaced persons. In addition, with the technical support of GIZ an Action plan with its Monitoring and Evaluation system was developed as a supplement to the Draft Strategy.

The Strategy was circulated among line institutions. After the consolidation of all the feedback and comments, the Strategy was submitted to the RA Government for approval. However, due to COVID-19 and the war in 2020, the approval of the document was postponed.

Following the 2020 Nagorno-Karabakh war between Armenia and Azerbaijan, thousands of people were displaced, with many seeking refuge in Armenia. The displacement led to a significant strain on Armenia's resources, including housing, employment, and social services, as the country was already grappling with economic difficulties and the ongoing COVID-19 pandemic. The Draft Strategy needs to be adjusted due to the need for comprehensive support in areas like housing, employment opportunities, education, and mental health services. The sheer number of displaced persons and their specific needs require a more targeted approach, with a focus on long-term solutions to ensure their successful integration into Armenian society. This adjustment is crucial to alleviate the strain on both the displaced persons and the host country, facilitating a more stable and sustainable future for all parties involved.

2. Tasks to be performed by the contractor

a. Objective

To revisit the Integration and Reintegration Strategy along with its Action Plan and M&E system to align with the existing legal framework and current needs of the target population.

b. Relevance

After the Migration and Citizenship Service was formed under the Ministry of Interior Affairs the coordination role of the issues related to displaced persons is taken over by the Ministry of Labour and Social Affairs (MLSA), with this new mandate, MLSA intends to revisit the Integration Strategy developed by the Migration Service with the technical support provided by GIZ.

For the needs assessment GIZ in close collaboration with MLSA will conduct one-day orientation workshop¹ on Integration and Reintegration Draft Strategy to identify the needs of the MLSA and the stakeholders for revisiting the Integration Strategy. Overall, the workshop will play a pivotal role in laying the groundwork for a well-informed, collaborative, and contextually appropriate Integration and Reintegration Strategy for the Ministry of Labor and Social Affairs of Armenia.

Recognizing the need to address the evolving challenges and changes that have emerged since 2020, there is a need for the review and adaptation of the Integration Strategy, which will be done as a next step. The revision of the paper aims at incorporating the experiences and lessons learned from the country's post-2020 circumstances, ensuring that the revised

¹ Dates and place of the workshop will be clarified soon.

document accurately reflects the current realities and effectively addresses the socio-economic integration challenges.

c. The contractor is responsible for providing the following services:

- 1) Alignment of the Integration and Reintegration Strategy and its action plan with the existing legal regulations (including International and National Legal Acts, Strategies and Policy Papers, etc.).
- 2) Interviews with key informants (MLSA, Migration and Citizenship Service, IOM, UNHCR and other stakeholders), and wrap up the identified needs, challenges, any gaps (data, time frame, capacities, etc.) and suggested solutions aimed at improvement of the Strategy.
- 3) SWOT analysis to assess the needs of the MLSA for effective implementation of the Strategy (as well as the action plan).
- 4) Revising the results framework of the draft strategy with tentative interventions/activities under each result (structure to be based on specific Government regulation on the design of strategies), based on the results of the desk review, data mapping, interviews, SWOT analysis.
- 5) Validation of the results framework.
- 6) Revisit and update of the Draft Strategy (including the Action Plan & M&E plan).
- 7) Facilitation of validation workshop on the Draft Strategy with MLSA and other stakeholders, aimed at presenting the draft updated version of the Strategy, reviewing it with open discussions, exchanging ideas on the ways for effective implementation of the Strategy.
- 8) Finalizing the Draft Strategy based on the results of the validation workshop, comments on the document and present the final version to MLSA.
- 9) Costing of the Draft Strategy and its Action Plan.

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

Deliverables	Involvement of experts	Timing/deadlines
1) Alignment of the Integration and Reintegration Strategy and its Action Plan with the existing legal regulations (including International and National Legal Acts, Strategies and Policy Papers, etc.). - desk review - data mapping on International and National documents (legal acts, research reports, relevant strategic sectorial documents, where linkages need to be drawn etc.) related to the topic	7 expert days	December 25, 2023

Deliverables	Involvement of experts	Timing/deadlines
<ul style="list-style-type: none"> - list of identified gaps in Strategy with the existing legal regulations - list of changes (more specific) for alignment of the Strategy with the existing legal regulations 		
<p>2) Interviews with key informants (MLSA, Migration and Citizenship Service, IOM, UNHCR and other stakeholders), and wrap up the identified challenges, any gaps (data, time frame, capacities, etc.) and suggested solutions aimed at improvement of the Strategy.</p> <ul style="list-style-type: none"> - conduct interviews - list of identified challenges, gaps and suggested solutions 	<i>5 expert days</i>	<i>January 20, 2024</i>
<p>3) SWOT analysis to assess the needs of the MLSA for effective implementation of the Integration and Reintegration Strategy.</p> <ul style="list-style-type: none"> - internal consultations with the relevant staff of MLSA to assess the capacities and challenges that might hinder the strategy implementation. - overview of key findings 	<i>4 expert days</i>	<i>January 25, 2024</i>
<p>4) Progress Report of deliverables on the Tasks 1, 2 and 3 (in English language).</p>	<i>1 expert day</i>	<i>January 30, 2024</i>
<p>5) Revising the results framework of the draft strategy with tentative interventions/activities under each result (structure to be based on specific Government regulation on the design of strategies), based on the results of the desk review, data mapping, interviews, SWOT analysis.</p>	<i>9 expert days</i>	<i>February 20, 2024</i>
<p>6) Validation of the results framework.</p>	<i>4 expert days</i>	<i>March 1, 2024</i>
<p>7) Revisit and update of the Draft Strategy (including the action plan & M&E plan).</p>	<i>5 expert days</i>	<i>March 15, 2024</i>
<p>8) Validation workshop on the Draft Strategy with MLSA and other stakeholders, aimed at presenting the draft updated version of the Strategy, reviewing it with open discussions, exchanging ideas on the ways for effective implementation of the Strategy.</p> <ul style="list-style-type: none"> - facilitate a one-day validation workshop - design the programme of the workshop in close cooperation with GIZ and MLSA - draft a list of participants 	<i>3 expert days</i>	<i>March 25, 2024</i>

Deliverables	Involvement of experts	Timing/deadlines
<ul style="list-style-type: none"> - submit summary of the workshop results and develop recommendations based on the feedback and suggestions 		
9) Finalizing the Draft Strategy <ul style="list-style-type: none"> - final revision of the Draft Strategy based on the results of the validation workshop, comments on the document - submit the finalised version of the Draft Strategy to the MLSA and GIZ 	6 expert days	April 10, 2024
10) Costing of the Draft Strategy and its Action Plan. <ul style="list-style-type: none"> - budget estimation of the Draft Strategy and the Action Plan 	5 expert days	April 25, 2024
11) Submit final report on the implemented tasks within current ToR to GIZ in English language	1 expert day	April 30, 2024

Period of assignment: from November, 2023 until April, 2024.

The company will coordinate closely in all technical issues with the Ministry of Labour and Social Affairs and GIZ . All activities have to be agreed with the GIZ and the Ministry of Labour and Social Affairs.

The hired company report to the GIZ:

- Progress reports
- Final Report

The reports shall be submitted to GIZ in English. Conducting internal consultations with MLSA, revision and updating of the Strategy will be done in Armenian.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 0 (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 0 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

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 0 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

Revisiting the Integration and Reintegration Strategy has to be conducted taking into account the legal compliance, sustainability measures and budgetary considerations in close consultations with all the relevant stakeholders and responsible authorities.

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 7), 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.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)

- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.2.1): University degree in Management, Social Science, Economics or other relevant field
- Language (2.1.2): At least B2-level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in the fields of forced displacement or migration and socio-economic policy
- Specific professional experience (2.1.4): 8 years of professional experience in strategic planning (including costing framework development) in social sectors, public administration or a related field
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader
- Development cooperation (DC) experience (2.1.7): 7 years of experience in DC projects

Short-term expert pool with minimum 2, maximum 3 members

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 (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Alignment of the Integration and Reintegration Strategy and its action plan with the existing legal regulations (including International and National Legal Acts, Strategies and Policy Papers, etc.).
- Interviews with key informants (MLSA, Migration and Citizenship Service, IOM, UNHCR and other stakeholders), and wrap up the identified needs, challenges, any gaps (data, time frame, capacities, etc.) and suggested solutions aimed at improvement of the Strategy.
- SWOT analysis to assess the needs of the MLSA for effective implementation of the Strategy (as well as the action plan).
- Revising the results framework of the draft strategy with tentative interventions/activities under each result (structure to be based on specific Government regulation on the design of strategies), based on the results of the desk review, data mapping, interviews, SWOT analysis.
- Validation of the results framework.
- Revisit and update of the Draft Strategy (including the Action Plan & M&E plan).

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- Finalizing the Draft Strategy based on the results of the validation workshop, comments on the document and present the final version to MLSA.
- Costing of the Draft Strategy and its Action Plan.

Qualifications of the short-term expert pool

- Education/training (2.2.1): University degree in Social Science, Economics or other relevant field
- Language (2.1.2): At least B2-level language proficiency in English
- General professional experience (2.1.3): 5 years of professional experience in the fields of forced displacement or migration and socio-economic policy
- Specific professional experience (2.1.4): 8 years of professional experience in strategic planning (including costing framework development) in social sectors, public administration or a related field
- Development cooperation (DC) experience (2.1.6): 3 years of experience in DC projects

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Specification of inputs

Fee days	Total of expert days	Comments
Designation of TL/key expert/short-term expert pool (please provide clear breakdown on duties and fees of each expert)	50	N/A
Transport	Total	Comments
Travel expenses (car). Please note that travelling by private car is reimbursed with 100 AMD per km.	N/A	Travel within the country of assignment, transfer to/from etc.

6. Inputs of GIZ or other actors

Materials to be provided by MLSA:

- Strategy Paper

- Action plan
- Monitoring and Evaluation plan
- Costing framework

7. 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 English (language).

The complete tender must not exceed 10 pages (excluding CVs). 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 format specified in the terms and conditions for application. The CVs shall not exceed 4 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 tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, 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.