



## **Development and implementation of Strategic Communication in Governance focused on anti-corruption activities within the scope EU and EaP cooperation.**

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## List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BMZ	German Federal Ministry for Economic Cooperation and Development
DG Near	Directorate-General for Neighbourhood and Enlargement Negotiations
EaP	Eastern Partnership
ENP	European Neighbourhood Policy
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference



## 1. Context

The Multi-Donor Action “Governance Progress Board of the Eastern Partnership Countries” is jointly co-financed by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ as part of the BMZ project “Eastern Partnership Regional Fund for Public Administration Reform”. The objective of the Action is the enhancement of evidence-based policy through improved monitoring of good governance and rule of law reforms.

The Eastern Partnership (EaP) is a specific Eastern dimension to the European Neighbourhood Policy (ENP) that was launched in 2009. The aim of the partnership is to strengthen and deepen the political and economic relations between the European Union, its Member States and six Eastern European and South Caucasus partner countries (Armenia, Azerbaijan, Belarus (suspended), Georgia, Republic of Moldova, Ukraine). On December 14, 2023, in light of the partnership results achieved by Ukraine and Moldova, and of the ongoing reform efforts, the European Council opens accession negotiations with both countries. In the case of Georgia, in light of the results achieved, the Commission recommends that the Council grants Georgia the status of a candidate country.

Furthermore, Armenia has also agreed to carry out reforms in line with the agreed priorities and commitments made within this framework of the EaP.

The EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA) provides a solid basis to further enhance the reform agenda in areas of mutual interest. Armenia and the EU continue their political and trade dialogue. The EU encouraged the country to carry on with the implementation of concrete reforms in line with the CEPA.

**In that context Eastern Partnership Regional Fund for Public Administration Reform (EaP RF PAR) implemented by GIZ in cooperation with the Ministry of Justice of Armenia (MoJ) will support the Strategic Communication document development on the Governance areas within the scope of EU Partnership. The support will specifically focus on Whistle blowing system reinforcement within the scope of fight against corruption and communication channels.** The target group of the communication is the government staff and public. The development of a target group specific communication strategy and materials as well as capacity building activities are the main deliverables of these ToR.

The Multi-Donor Action “Governance Progress Board”<sup>1</sup> project of **Eastern Partnership Regional Fund for Public Administration Reform (EaP RF PAR) implemented by GIZ** is invited by DG NEAR to contribute to the EU accession processes in EaPs and the overall reporting process. The integration of the findings into the “Enlargement Package” is not part of the action and is also not within the responsibility of GIZ.

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<sup>1</sup> the Governance Progress Board project aims at contributing to improve monitoring of good governance and rule of law reforms. The thematic focus of the action remains on the Copenhagen criteria (focus on the political criteria and the administrative and institutional capacity) and those chapters of the EU Acquis that are of particular relevance to good governance. The assessment will be executed through a governance progress board that measures existing data in each of the five EaP countries to understand the context, identify main challenges, opportunities and reform priorities and state of play in general. The data will be set up via data-driven methods for good governance and rule of law reporting and monitoring strongly aligned with the enlargement package methodology.

## 2. Tasks to be performed by the contractor

The contractor should be a company (regardless of organisational and legal form) registered in Armenia to carry out this assignment. The assignment shall focus on the development and implementation of a target group-specific strategic communication focusing on **governance especially the area of fight against corruption and other governance-related topics**. In close cooperation with the Ministry of Justice and GIZ the contractor will undertake the following work packages.

- **Work Package 1: Development of a target group-specific strategic communication document**

In this work package, the challenges of strategic communication in the area of the fight against corruption and other governance-related topics should be identified together with the MoJ and GIZ expert group. Furthermore, a specific target group should be defined. Based on the challenges and the target groups, the contractor will develop and adapt a strategic communication document and agree it with the MoJ and GIZ. It is planned to hold a communication strategy workshop(s) to present the document for the target group(s). An important part of the strategic communication document is the cost estimate for its implementation.

The conception, design, organisation, and moderation of the workshop(s) is the responsibility of the contractor in consultation with the MoJ and GIZ expert team. The coordination process for the finalisation of the communication strategy package is the responsibility of the contractor.

*Milestones: Kick-off Meeting, Workshop Concept, Communication Strategy Workshop, target group(s) definition, Strategic Communication document.*

- **Work Package 2: Development of communication materials** (based on the strategic communication document)

In the second work package, the actions identified in the Strategic Communication document (work package 1) will be implemented. This includes the production of the communication materials, such as publications and journalistic articles, campaigns in social media or other adapted products. The exact scope of the communication material should be defined in the communication strategy and agreed with MoJ and GIZ. The publication takes place in close coordination with MoJ and GIZ. Areas of activities are listed below:

A. Development of promotional materials - banners, brochures, on whistleblowing system promotion and awareness raising in compliance with EU cooperation processes and CEPA agreement.

1. Info banners design and production
2. Info brochure design and production
3. Info banners placement in the state and Local Governance institutions, public service units, medical service institutions, citizens' reception areas, Higher Education Institutions, etc.

B. Awareness raising events in the regions of Armenia (at least 6), for the following target groups.

1. Governorates and local municipalities
2. Responsible people for whistleblowing scheme
3. Community representatives' roundtables and materials dissemination

C. Roll up banners (24) design and production on wistle blowing initiative.

1. 12 Roll up banners for Yerevan in cooperation with PR company.
2. 12 Roll up banners for Regions of Arrmenia.

D. Branded items on wistle blowing system and activities with wistelblowing messages.

1. Modules, guidebooks info brochures, mugs, pens, etc design and production in cooperation with NGOs.

*Milestones: presentation of the communication materials, publication of the communication materials.*

Period of assignment: from February – March 2024.

#### Further specifications:

Milestones/partial works	Deadline	Criteria for acceptance
Kick-off Meeting	Feb 15 - 2024	
Action plan	Feb 20 - 2024	Accepted by GIZ and MoJ
Strategic Communication document	March 10 - 2024	Communication Strategy Workshop
Training Sessions	March 10 - 2024	Detailed description, trainig modules and target groups are preapproved and accepted by MoJ and GIZ
Materials ready	March 20 - 2024	Final versions to be preapproved and accepted by MoJ and GIZ

### 3. Concept

In the technical offer, 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 expert(s) profiles and management system for the service provision.

**Note:** The numbers in brackets correspond to the lines of the technical assessment grid. If the weighting in the technical evaluation is zero (0%), no elaboration of the item in the submitted technical-methodological concept is required.

#### Technical-methodological concept

**Strategy (1.1):** The tenderer is required to elaborate an **interpretation of the objectives** of the ToRs with a critical examination of the tasks (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit **strategy** with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to elaborate a presentation and an explanation of the **implementation plan** including work steps, milestones, schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided.

Management approach of the contractor (1.6): The tenderer is required to explain its approach for the coordination with the client GIZ (1.6.1). In particular, the management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained. The tenderer is required to draw up a personnel assignment plan (1.6.2) with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

#### 4. Personnel concept

The bidder 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.

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

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs.

#### Team leader (section 2.1 of the assessment grid)

##### Tasks of the team leader

- Overall responsibility for the working packages
- Implementation of the work packages
- Elaboration of the deliverables
- Regular reporting in accordance with deadlines
- Coordination of the Communication with contractor

##### Qualifications of the team leader

Qualifications (2.1.1):	University master's degree in political science, communication, design or other course of study relevant to the sector
Languages (2.1.2):	Knowledge of English on C1 in the Common European Framework of Reference for Languages and C1 in Armenian in the Common European Framework of Reference for Languages
General professional experience (2.1.3):	At least 5 years of professional experience in strategic communication design and development in public sector communication focusing on fight against corruption and other related areas such as independence judiciary, etc from EU Enlargement policy perspective.

Specific professional experience (2.1.4):	5 years of professional experience development of strategy documents along with implementation plan focused on governance areas of EU perspective.
Leadership/management experience (2.1.5):	5 years of leadership experience as project team leader.
Regional experience (2.1.6):	5 years of working experience in projects in the context of EU neighbourhood policy within the scope of EaP countries.

## Experts Pool (on Fight against corruption topic) (Section 2.6 of the assessment grid) 2 to 3 experts

### Tasks of experts

- Implementation of the work packages with focus on work package 1 and 2
- Elaboration of the communication materials
- Editing of the final material

### Qualifications of expert 2

Qualifications (2.6.1):	University master's degree in University master's degree in political science, communication, design or other course of study relevant to the sector
Languages (2.6.2):	Knowledge of English on C1 in the Common European Framework of Reference for Languages and C1 in Armenian in the Common European Framework of Reference for Languages
General professional experience (2.6.3):	5 years of professional experience in strategy paper implementation, module design and delivery, workshop organisation.
Specific professional experience (2.6.4):	5 years of professional experience social media management

\*The expert team should have specialists with a solid understanding of the task described above. Responsibilities will include drafting social media content (copywriting), press releases, and organising communication events, workshops regarding the strategic communication document to promote awareness of **European integration initiatives** in line with focus areas of governance (EU enlargement package perspective).

\*The expert team should have a graphic designer to create visually engaging and easily understandable marketing materials, such as brochures, infographics, and posters. Following are the specific activities to be carried out within this work package;

Visibility actions following the requirements of the Donors to the project (BMZ and EU) should be in place during the design and implementation of the project, agreed and reviewed by GIZ.

## 5. Costing requirements

Specification of inputs

Fee days	No. of experts up to	No. of days per expert up to	Total	Comments
Team Lead	1	30	30	
Experts Pool	3	20	60	
Other costs				Any other expenses essential for implementing the assignment, e.g., costs for printing, materials, etc. Evidence of these expenses must be submitted.

## 6. Workshops and training

The Contractor shall be responsible for conducting the following workshop:

- Strategic Communication design and presentation/Workshop (Work package 1)
- Workshops on the communication action plan focused Fight against corruption topic (Work package 2)

The contractor is responsible for the moderation, venue, and catering. A budget is to be included in the financial offer.

## 7. Inputs of GIZ or other actors

not applicable

## 8. 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**.

The complete tender must not exceed **10 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. 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 must be submitted in English.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (fees, travel expenses etc.). The price bid will be evaluated on the basis of the specified lump sum price. In addition, please also provide the underlying daily rate. A breakdown of days is not required.