

# Mid-Term Review

## Austrian Development Cooperation in the Southern Caucasus: Georgia and Armenia Country Strategies, 2012-2020

### *Terms of Reference*

#### 1. INTRODUCTION

The current Austrian Development Cooperation (ADC) Country Strategies for Armenia and Georgia (two separate strategies) both span the period 2012-2020. They were developed within the overall framework of the respective development cooperation agreements signed with both countries<sup>1</sup>, and are the result of a consultative process guided by Armenia's and Georgia's national development priorities and Austria's development policies. As such, the country strategies contribute to the national Development Strategies of Armenia and Georgia, both lasting until 2020, and coincide with the two consecutive Three-Year Programmes of the ADC covering the periods 2013-2015 and 2016-2018. Efforts are currently under way to develop a regional strategy for the Eastern Partnership Region, with the aim to strengthen the capacities of actors and institutions in particular in the field of governance, rule of law and peace building, as well as economic development in disadvantaged border regions.

The Austrian-Georgian cooperation 2012-2020 focusses on two priority sectors: agriculture and forestry and on governance. The underlying results logic including sector/issue-specific outputs, indicators and targets, as well as the broader development outcome the cooperation is expected to contribute to, are articulated in the Results Matrix of the Three-Year-Programme of ADC<sup>2</sup>. The Austrian-Armenian cooperation 2012-2020 focusses on the agriculture sector and on governance as a cross-cutting issue. The overall results logic including sector/issue-specific outputs, indicators and targets, as well as the broader development outcome of the cooperation, are articulated in the Results Matrix of the Three-Year-Programme of ADC<sup>3</sup>. The draft regional strategy for the Black Sea area/Southern Caucasus region foresees two different priorities:

1. Economic development with a focus on less developed regions;
2. Governance, rule of law, peacebuilding and conflict prevention.

This independent review will provide rapid feedback at mid-term and inform about improvements in the implementation of both ADC country strategies for the remaining period 2018-2020 and offer more general views on the time beyond. It will also provide the evidence-base needed for informed decision-making with regard to ADC's future approach and engagement in Georgia, Armenia, and at the regional level until 2020 and beyond. In addition, the review will also inform about the already ongoing development of a regional strategy for the Black Sea area/Southern Caucasus region in which Georgia, Armenia and Moldova are focus countries of the Austrian Development Cooperation. As such, it will be formative, learning- and improvement-oriented in nature. It will also provide an assessment of the results achieved under both country strategies to date, with a focus on determining whether and to what extent the objectives and results need to be adapted to the changing development environment in the partner countries, in Austria, the EU and globally (i.e. SDGs). Instead of producing a series of mini project evaluations, the review will therefore focus on the country and regional level (with possible inclusion of strategic reference projects).

The reason for commissioning one review instead of separate reviews for Armenia, Georgia, and the region is threefold: First, the similar sector/thematic priorities in both countries are expected to allow synergies and opportunities for mutual learning. Second, it is hoped that joint lessons can be drawn from both countries to inform about the ongoing development of a complementary regional strategy. Third, efficiency gains are anticipated in the management of the evaluation process by streamlining efforts and processes.

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<sup>1</sup> Georgia: <http://www.ris.bka.gv.at/Ergebnis.wxe?Abfrage=BgblAuth&Bgblnummer=286/2013&SucheNachTeil3=True>; Armenia: <http://www.ris.bka.gv.at/Ergebnis.wxe?Abfrage=BgblAuth&Bgblnummer=98/2013&SucheNachTeil3=True>

<sup>2</sup> Please see matrices on Armenia, Georgia and the Southern Caucasus under:

[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/3\\_JP/Englisch/2016-2018\\_3-YP.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/3_JP/Englisch/2016-2018_3-YP.pdf)

<sup>3</sup> As above

## 2. BACKGROUND

### **Georgia: political and development background to the Country Strategy<sup>4</sup>**

The inclusion of Georgia in the European Neighbourhood Policy (ENP) on 14 June 2004 marked a significant step forward in EU–Georgian relations. The EU–Georgia ENP Action Plan was adopted on 14 November 2006 laying out the strategic objectives of the cooperation between Georgia and the EU. It covered an initial timeframe of five years and was subsequently extended until 2013. Georgia takes part in the EU's Eastern Partnership Initiative launched in 2009. On 1 July 2016 the EU-Georgia Association Agreement, including a Deep and Comprehensive Free Trade Agreement, entered into force. Visa liberalisation with the EU entered into force on 28 March 2017. While EU Joint-Programming is progressing, new national and relevant sector strategies have been developed and approved in recent years, including the National Development Strategy 2020 (from 2012); Agriculture Development Strategy (2015); Rural Development Strategy (2017) and the National Tourism Development Strategy (2015). At the bilateral level, Austria and Georgia are celebrating 25 years of bilateral relations in 2017. In addition, 2017 is a crucial year in Austrian-Georgian relations due to the Austrian Chairmanship of the OSCE, and related issues to it like the unresolved conflicts around the regions of South-Ossetia and Abkhazia.

### **Armenia: political and development background to the Country Strategy<sup>5</sup>**

Since 2009 Armenia takes part in the EU's Eastern Partnership. In September 2013 Armenia decided not to sign an Association Agreement with the EU, including a Deep and Comprehensive Free Trade Area Agreement (AA/DCFTA). On 2 January 2015, Armenia joined the Eurasian Economic Union (EEU) (with Russia, Belarus, Kazakhstan and Kyrgyzstan). Nonetheless, Armenia and the EU continued their political and trade dialogue and successfully completed a process looking into a future legal agreement compatible with Armenia's new international obligations. The new agreement, known as the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA), was initialed on 21 March 2017 in Yerevan and is expected to be signed and enter into force in 2017. While EU Joint-Programming is progressing, new national and relevant sector strategies have been developed and approved, including the Armenia Development Strategy 2014-2025 and the Armenian Regional Development Strategy 2016 – 2025.

### **Black Sea area/Southern Caucasus region: political and development background to the draft regional strategy**

The foreign, economic and development policy relevance in the Eastern Neighbourhood made the development of a regional ADC strategy necessary. This strategic framework is seen complementary to the country strategies and follows a whole-of-government perspective and an SDG related results matrix. The opening of the Austrian Embassies in Georgia, Moldova and Minsk in 2016, as well as the OSCE Chairmanship of Austria in 2017, require this regional approach, having a wider view in the Black Sea area including also Ukraine and Moldova for the first time. Austria is focusing regionally more on capacity development of actors and institutions in the following focus areas:

- 1. Governance, Rule of Law and Peace Building**
- 2. Economic Development with a focus on economically less developed regions**

Cross-cutting issues: gender equality, environment/climate change. Due to the diversity of the countries, especially in the Southern Caucasus, regional projects are challenging. This is further aggravated by ongoing conflicts like the ones around Nagorno-Karabakh and the Donbass region or protracted conflicts like those concerning Abkhazia, South Ossetia or Transnistria. Austria therefore chooses a pragmatic approach to each country, with a focus on strengthening its profile in confidence building. This should also contribute to improving relations with the EU and a peaceful development in line with SDG 16.

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<sup>4</sup> The background, history, as well the present strategy on the ADC with Georgia 2012 – 2020 can be found under: [http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/Landesstrategien/LS\\_Georgien.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Landesstrategien/LS_Georgien.pdf)

<sup>5</sup> The background, history, as well the present strategy on the ADC with Armenia 2012 – 2020 can be found under: [http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/Landesstrategien/LS\\_Armenien.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Landesstrategien/LS_Armenien.pdf)

### 3. PURPOSE AND OBJECTIVES

The overall purpose of the review is to help improve and adapt the ongoing country strategies for Armenia and Georgia, as well as the draft regional strategy for the Black Sea area/Southern Caucasus region, building on lessons learned from the implementation of both country strategies so far and reflecting the changing national, regional and international development contexts. As such, the review may suggest adaptations of sector choices and cross-cutting themes to align with the 3 Year Programme of the Austrian Development Cooperation 2016-2018, as well as modalities and instruments, and recommend corresponding changes/improvements in the existing results frameworks. At the same time, the review also aims to contribute to the development of a theory of change for Austria's regional strategy and engagement in the Southern Caucasus.

Furthermore, the review will put forward recommendations for a more comprehensive Austrian ODA orientation in both countries, particularly in light of the 2014 OECD DAC peer review which recommends to apply a Whole-of-Government Approach (WGA) – something that had not been applied during the drafting of the present country strategies. This should take into account recent adaptations to the national strategies (especially in agriculture and rural development) and the advancing change in the political landscape in the region and in both countries (for instance DCFTA with EU in Georgia, CEPA and Eurasian Customs Union in Armenia).

The specific objectives of the review are to:

- Determine the **relevance, coherence and value added** of the Austrian Development Cooperation with regard to the national development priorities of both countries (including the MDGs before, now SDGs) and the extent to which the objectives and results need to be adapted to the changing development context in the partner countries, in Austria, the EU and globally.
- Assess the **effectiveness, impact and sustainability (where feasible)** of the results achieved under the country strategies and its related programs and projects. Also identify key factors, which enhance or hinder performance, results and achievements.
- Provide rapid feedback on the status of implementation and **actionable recommendations** for the **improvement/refinement for the remaining period** of the country strategies, and to build the foundation with regard to key elements of the new country strategies and the draft regional strategy.
- Appraise the **efficiency** of the strategic and operational steering mechanisms of ADA and of the ADC in general.
- Identify **lessons learned, good practices and innovations** in the relevant sectors/areas to support the priorities of the countries and to inform about the development of a regional strategy for the Black Sea area/Southern Caucasus region.

### 4. SCOPE

**4.1 Regional Scope:** Armenia, Georgia, Southern Caucasus Region

**4.2 Temporal Scope:** Strategy and engagement from 2012 to 2017, with a view on programming until 2020 and potential impact beyond.

**4.3 Thematic Scope:**

- ADC focus sectors in the context of the overall donor and partner country engagement (agriculture, forestry, governance).
- Interventions by other Austrian players (including approx. 30 projects).
- Opportunities to integrate potentially new themes in order to make the current engagement more holistic

The Review will assess the coherence and coordination between the support provided under the bilateral areas of cooperation on the one hand, and the support provided through the regional and thematic components on the other. In particular, it will assess the extent to which the different types of cooperation are/were mutually reinforcing, and where there is room and potential to further increase coherence and coordination in the future.

**4.4 Programmatic Scope:** The Review will focus on the ongoing bilateral cooperation with both countries on a strategic, programmatic and selective project level. This includes different ADC instruments of cooperation, like

strictly bilateral cooperation modes, multilateral cooperation, regional projects, but also CSO cooperation and the private sector development. In addition, potential synergies with other public Austrian actors in the region should also be considered from a Whole of Government perspective, including the Austrian Development Bank, Austrian Control Bank, BMF, BMB, BMI, BMJ, BMASK, BMLFUW, BMWFW or BMLVS.

## 5. CORE REVIEW QUESTIONS

### Relevance

- How well do the respective ADC country strategies for Georgia and Armenia reflect the **development priorities** of the partner countries, as well as Austria's **aid/development effectiveness commitments**, taking into account the **changes in the national, regional and global context** that have taken place within the implementation period?
  - Are the choices of **sectors and themes** still relevant, particularly in view of newly adopted and/or delayed national strategies/codes (i.e. Georgia Rural Development Strategy 2020, Georgia Forest Code, Armenia Sustainable Agriculture Development Strategy etc.)?
  - Is this **geographical focus** of the Country Strategies still relevant (e.g. Georgia Country Strategy focus on the Southern border region with Armenia) or should a new focus be considered (if any)?
  - How can the **results framework** for both countries best be adapted to a changed development and political environment (an adapted results framework should be provided as a result of the assignment)?
  - How well is the implicit theory of change of both country strategies articulated and reflective of the linkages to **SDGs**?
- To what extent is Austria's **value added and comparative advantage** in Georgia and Armenia taking into account the changing donor landscape in both countries?
  - How does the Government, national counterparts and other international development partners assess **ADC's comparative advantage/strength**?
  - How well does the current **sector engagement reflect the specific added value of the ADC** with Georgia and Armenia? Is there potential to further expand/deepen the ADC engagement, particularly with regards to inclusive market system development?
  - To what degree can **synergies** be found **with other Austrian ODA actors** in Georgia (BMF, BMB, ÖKB, OeEB, Chamber of Commerce, BMI, others) and in Armenia (ÖKB, OeEB, Chamber of Commerce, others)? How can these synergies best be anchored in the strategy and results framework?
- How well does the **draft regional strategy for the Black Sea area/Southern Caucasus region** complement the bilateral country strategies in Georgia and Armenia, and vice versa?
  - To what extent do the **thematic and sector priorities** at regional and country level reinforce and complement each other? How can these complementarities be further strengthened?
  - How well do the bilateral **result frameworks** link to the draft regional strategy? How can the results framework(s) best be adapted to complement national and regional strategies?

### Effectiveness

- To what extent have the respective ADC country strategies for Georgia and Armenia **achieved their stated objectives and results**, or are most likely to achieve them (by sector) by 2020?
  - How effective was the participation of ADC in the collective donor's **policy dialogue** in achieving the Armenia and Georgia country strategy's objectives and results?
  - How effective, useful and coherent are the different ADC and overall Austrian **aid modalities** incl. the inclusive market system development approach **and financial instruments** as stated in both country strategies?
  - To what extent have **ADC principles and cross-cutting issues** (environment and gender) been taken into account and in how far are they in line with the current ADC Three Year Programme? What are the lessons learned in this regard?

- To what extent has **governance** been considered and applied in the respective country strategies and their project/program portfolio? Where is room for improvement? How can it be integrated better into the results matrix?
  - What were the major **internal/external factors influencing aid performance** and the achievement of objectives and results (i.e. regional stability, political environment, social and economic factors)?
  - To what extent has the **periodic collection, documentation, and analysis of data** from monitoring and assessments contributed to effective results achievement? Is sufficient data/information available in order to account for results and take decisions?
- To what extent has the **partnership approach**, pursued by the ADC in Armenia and Georgia, resulted in **increased complementarities and synergies** with different stakeholders and contributed to the effective achievement of results?
    - How effective is the **coordination with other donors** (including Switzerland/Swiss Development Cooperation) **and multilateral actors** (UNDP, FAO etc.) at national and, where applicable, at local level?
    - What measures could be taken to improve **synergies and complementarities between different ODA instruments and actors** at the country level in line with the Whole of Government Approach (WGA)? How well has the ADC played a role in ODA coordination in Georgia and Armenia so far?
    - How effective is the **cross-border collaboration between Armenia and Georgia**, especially in the area of agriculture, and what lessons can be drawn for the draft regional strategy?

#### Efficiency

- How efficiently has the portfolio of ADC been managed in Georgia and Armenia with regard to the financial and human resources available?

#### Impact

- Is there evidence available for positive changes in peoples' livelihoods and/or attitudes and for progress achieved in ADC-supported policy areas in Georgia and Armenia?

#### Sustainability

- How sustainable are the Austrian interventions in Georgia and Armenia? What would happen if Austrian funding were to cease in specific sectors/thematic areas?
- To what extent does the draft regional strategy for the Black Sea area/Southern Caucasus region complement and support the current ADC country strategies for Georgia and Armenia from a sustainability perspective? How should the regional strategy be designed to enhance and contribute to longer term sustainability of the respective country strategies?

## 6. METHODOLOGY

The Review is expected to employ a mixed-methods approach to data collection, including both quantitative and qualitative methods. A mixed methodology will be used in order to draw from the strengths of both qualitative and quantitative methods; to allow the collection of high quality data, which are both in-depth and comprehensive, and to improve the validity of results through triangulation. As such, the Review will draw on a range of data sources and data collection methods to ensure the reliability of results, promote impartiality, reduce bias, and ensure that the findings are based on the most comprehensive and relevant information possible. Potential approaches may include, but are not limited to:

- **Desk review:** of relevant literature and information including the ADC Three-Years Programme 2016-2018, ADC Country Strategies 2012-2020 for Georgia and Armenia, draft regional strategy for the Black Sea area/Southern Caucasus region, Reports of ADC CO Tbilisi and ADC TO Yerevan, project documents, relevant programme/project evaluations and other relevant documents/reports.
- **Key informant interviews:** Guiding questions will be developed for interviews with key informants including, but not limited to, members of the Reference Group; BMEIA and ADA programme staff; Government officials at national and sub-national level; relevant non-government partners; and other stakeholders.

- **Focus group discussions:** To enhance the understanding gained during key informant interviews and provide an additional method to cross-reference and triangulate information. These discussions may be facilitated through existing coordination mechanisms, and also targeted groups of key stakeholders – local level administration, national level counterparts, key implementing partners etc.
- **Case studies:** Where appropriate, and when full consent is given, case studies may be used to illustrate the effectiveness and impact of specific interventions in the respective sectors supported by ADC in Georgia and Armenia under the current country strategies. Case studies may reflect both positive and negative findings. The selection of these case studies will be based on an agreed criteria set at the beginning of the review.
- **Comparison studies:** A number of locations that have not been targeted for ADC support may be selected and relevant stakeholders interviewed to be able to compare the results with the findings from the locations that have been targeted by ADC support. The comparison process will help identify areas where ADC support has contributed to the achievement of results and to measure its cost-effectiveness as well as sustainability.
- **Quantitative survey:** a quantitative questionnaire may be administered to obtain standardised and objective information in relation to quantifiable indicators included in the evaluation framework.

Methodological rigor will be weighted significantly in the assessment of proposals. Bidders are therefore invited to further develop and expand the methodology, or to propose an approach that is deemed more appropriate.

The ADC guideline on strategic evaluations should be the major methodological orientation for this review ([www.entwicklung.at/evaluierung](http://www.entwicklung.at/evaluierung)).

## 6. DURATION, PROCESS AND DELIVERABLES

The Review is due to start in August/September 2017 with the field missions anticipated to take place in November 2017 (taking into account possible limitations created by the public holidays in Georgia and Armenia). The expected duration is 4-6 months.

The Review consists of three phases – (i) scoping/inception phase, (ii) field mission/data collection phase, and (iii) synthesis phase. The assignment anticipates three visits to Vienna, notably for the (i) kick-off workshop and initial interviews; (ii) presentation of the draft inception report and interviews; and (iii) presentation of the draft final report.

The contractor is expected to produce the following deliverables:

- Kick-off workshop in Vienna
- Draft inception report and presentation of draft inception report in Vienna
- Final inception report
- Consultative workshops in Tbilisi and Yerevan
- Draft final report according to the reporting guidelines/templates provided by ADA, and presentation of draft final report in Vienna
- Final report

Review Phase		Deliverable	Estimated Timeframe
1. Scoping and Inception Phase		Kick off workshop and initial round of interviews in Vienna;  Draft Inception Report (conceptual framework, methodology, work plan and questionnaires) and presentation in Vienna;	4 weeks (September-October 2017)

		Inception Report (max. 30 pages)	
<b>2. Field Phase</b>		Initial Clarification with each Coordination Office;  Validation Workshop on initial findings (in Tbilisi and Yerevan)	4 weeks (November 2017)
<b>3. Synthesis Phase</b>		Draft Report including draft Results Framework; Presentation in Vienna; Stakeholder Discussion; Final Report;	6 weeks (December 2017-February 2018)

The final report must contain an executive summary and a list of recommendations made by the Review.

All reports will be written in **English**. Only the executive summary must be translated in German and Russian. The reports must be written in Times New Roman minimum 11 and 12 respectively, single spacing. Inception and final reports will be delivered only electronically. The final report will also be delivered in hard copies. The executive summaries as well as the photo (free of any copy right, free of charge) used on the cover page will be delivered separately in electronic form. The electronic versions of all documents need to be delivered in both editable and not editable format.

The quality of the reports will be assessed according to the following criteria:

- Does the report contain a comprehensive and clear executive summary?
- Were the Terms of Reference fulfilled and is this reflected in the report?
- Is the report structured according to the OECD/DAC criteria?
- Are all evaluation questions answered?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Does the report describe and assess the intervention logic (e.g. logframe, program theory) and present/analyse a theory of change and its underlying assumptions?
- Are cross-cutting issues analyzed in the report?
- Are the conclusions and recommendations based on findings and are they clearly stated in the report?
- Does the report clearly differentiate between conclusions, lessons learnt and recommendations?
- Are the recommendations realistic and is it clearly expressed to whom the recommendations are addressed to?
- Were the most significant stakeholders involved consulted?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

## **7. COORDINATION ARRANGEMENTS AND MANAGEMENT OF THE REVIEW**

The Mid Term Review will be managed by the Evaluation Unit within ADA. The Evaluation Unit approves the inception report and final report.

A Reference Group composed of representatives from the Ministry of Foreign Affairs (MFA) of Austria, the Austrian Development Agency (ADA), the ADC Office in Yerevan and the ADC Regional Coordination Office in Tbilisi, will be established to act as a sounding board, and to facilitate and review the work of the evaluation. They will also serve as an independent validation of facts and findings. The Reference Group will provide inputs and feedback on the findings and recommendations at all stages of drafting.

ADC CO Tbilisi and ADC TO Yerevan will organise and facilitate all meetings and discussions with the Government partners in Georgia and Armenia, who will be the main counterparts in the whole process and who will be involved in the key milestones of the review process.

All organizational units within MFA and ADA in charge of Georgia and Armenia will provide the necessary documentation and information to the review team.

## 8. PAYMENT MODALITIES

An advance payment of one-third of the total budget (to cover travel costs as well as costs of logistics, such as for the validation workshop) will be transferred upon acceptance of the inception report by ADA. The remaining costs will be settled by ADA after the presentation of the final invoice and its acknowledgement by ADA. The costs for the validation workshop have to be included in the offer and the bill has to be settled by the experts on site.

## 9. LOGISTICAL ARRANGEMENTS

The evaluation team is responsible for its own logistical arrangements and shall arrange the necessary external meetings in Austria, Georgia, and Armenia. ADC CO Tbilisi and ADC TO Yerevan will assist in organising the validation workshop. All other external meetings shall be organised independently by the evaluation team, facilitated by the ADC CO Tbilisi and ADC TO Yerevan when necessary.

## 10. QUALIFICATIONS AND EXPERIENCE OF THE REVIEW TEAM

The mid-term review should be conducted by a team of evaluators, including a team leader (senior evaluator) and at least one national expert per country (Georgia and Armenia).

Eligible bidders have to demonstrate the following qualifications in their offer:

- Extended experience in development cooperation (min. 7 years)
- Experience in conducting country programme reviews/evaluations during the last 5 years (at least three reviews/evaluations conducted, of which at least one as team leader)
- Familiarity with ADC instruments, overall orientation and methodological approach is highly desirable (by the team leader)
- Familiarity with the political, economic and social conditions in the Caucasus (Georgia and Armenia would be an advantage), particularly issues pertaining to development cooperation. Previous relevant expertise in the Caucasus (of the team leader) will be an advantage. Experience with regional initiatives in the Southern Caucasus is considered an asset
- Sectoral expertise in the following fields: **Agriculture, Forestry, Rural Development, Governance** (by national evaluators). Additional expertise in Regional Development and Tourism is considered an asset
- Excellent knowledge of the following languages (as a team): **Armenian, Georgian, English, German**. Russian will be considered an advantage
- Excellent writing and editing skills

The above qualifications must be met by the contractor in a cumulative manner (i.e. the contractor itself - or all consortium members together - must have the required qualifications).

The team composition should be justified and the team coordination and complementarity should be clearly described. The number of experts within the team should not exceed four persons. The composition of the expert team and a detailed work plan will be proposed as part of the offer. The review team should remain unchanged during the assignment. Bidders must nominate at least one international team member who will function as team leader. Prior team leader experience (min. 7 years) is required by the team leader, as well as experience in conducting country programme reviews/evaluations during the last 5 years (at least three reviews/evaluations conducted, team leader would be an advantage). The national evaluators should complement the qualifications of the international expert in a manner that enables them to complete the assignment as a team. S/he should have relevant experience in conducting evaluations during the last 3 years.

The contractor's experts must also be able to travel independently within Georgia and Armenia.

## 11. CONTRACTING AND SELECTION PROCESS

The review team will be selected through a direct award procedure in accordance with the Federal Austrian Procurement Law. Several experts will be invited to submit a letter of interest, a technical offer and a financial offer for the assignment:

The technical offer (maximum 15 pages) should meet the following criteria:

- Brief description of the understanding of the assignment
- Articulation of the critical issues/challenges of the country strategy and its implementation
- Outline of the proposed methodology and approach
- Presentation of a detailed work plan including time schedule, division of tasks, and proposed number of working days allocated per activity and expert

Detailed CVs of the team leader and other expert(s) proposed for the assignment and at least three references that are independent from each other (and in which the nominated team leader should ideally have been involved) and were conducted in the last three years (2014 – 2016) should be provided in Annex to the technical offer (i.e. not included in the 15 page offer).

The financial offer (in EURO) should provide a breakdown of estimated costs as follows:

- Personnel costs: name of experts, estimated number of working days, fee rate per working day, amount
- Travel costs: travel costs per mission, daily living allowances, accommodation and other travel costs
- VAT (if applicable)

The received proposals will be assessed by a commission. The technical and financial proposals will be weighed 80:20. Criteria that will be used to assess the proposals include:

- Expertise, relevant experience and suitability of evaluation team (as per point 10 of the ToR)
- Relevant experience and capacity of consulting firm (if applicable)
- Quality and coherence of the proposal, including methodology, timeline and work plan
- Coherence of financial and technical proposal; efficient use of resources.

***The consultants must not have been involved in the design, implementation or monitoring of this project/programme.***

## 12. DOCUMENTATION

A comprehensive package of background literature, reports, and documents will be provided to the evaluation team at the beginning of the assignment. This will include the following documents:

### **Reference Documents ADC**

- Three-Year Programme of the Austrian Development Policy 2016-2018: [http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/3\\_JP/Englisch/2016-2018\\_3-YP.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/3_JP/Englisch/2016-2018_3-YP.pdf)

### **Reference Policy Documents Georgia**

- ADC Georgia Country Strategy 2012-2020: [http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/Landesstrategien/LS\\_Georgien.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Landesstrategien/LS_Georgien.pdf)
- Social-economic Development Strategy of Georgia “GEORGIA 2020”: <https://www.adb.org/sites/default/files/linked-documents/cps-geo-2014-2018-sd-01.pdf>
- Strategy for Agricultural Development in Georgia 2015-2020: <http://www.moa.gov.ge/En/Strategy>

- Rural Development Strategy of Georgia 2017-2020:  
<http://enpard.ge/en/wp-content/uploads/2015/05/Rural-Development-Strategy-of-Georgia-2017-2020.pdf>
- Law of Georgia on the Development of High Mountainous Regions:  
<https://matsne.gov.ge/en/document/view/2924386>
- Georgian Sustainable Forest Governance Policy Paper:  
[http://w3.cenn.org/wssl/uploads/1st%20Progress%20and%20Audit%20Reports/Inception%20Report/ADA\\_A\\_Appendexes/Appendix\\_2\\_CENN\\_Stakeholder\\_Engagement\\_Plan\\_ADA.pdf](http://w3.cenn.org/wssl/uploads/1st%20Progress%20and%20Audit%20Reports/Inception%20Report/ADA_A_Appendexes/Appendix_2_CENN_Stakeholder_Engagement_Plan_ADA.pdf)
- Georgian Strategy on Development of Less Favoured Areas 2021:  
[http://oega.boku.ac.at/fileadmin/user\\_upload/Tagung/2015/Band\\_25/14\\_02\\_Hovorka-OEGA\\_JB\\_15\\_end.pdf](http://oega.boku.ac.at/fileadmin/user_upload/Tagung/2015/Band_25/14_02_Hovorka-OEGA_JB_15_end.pdf)
- Decentralization Strategy (Good Governance on Local Level) (upon request)
- Draft Forest Code (upon request)
- Selected Reference Project Documents (upon request)

#### **Reference Policy Documents Armenia**

- ADC Armenia Country Strategy 2012-2020:  
[http://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Publikationen/Landesstrategien/LS\\_Armenien.pdf](http://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Landesstrategien/LS_Armenien.pdf)
- Armenia Development Strategy for 2014-2025:  
[https://eeas.europa.eu/sites/eeas/files/armenia\\_development\\_strategy\\_for\\_2014-2025.pdf](https://eeas.europa.eu/sites/eeas/files/armenia_development_strategy_for_2014-2025.pdf)
- 2010-2020 Sustainable Agricultural Development Strategy of the RA (currently under review)

#### **Reference Policy Documents Regional**

- Draft ADC regional strategy on the Black Sea area/Southern Caucasus region
- Black Sea Synergy of the EU [https://eeas.europa.eu/diplomatic-network/black-sea-synergy\\_en](https://eeas.europa.eu/diplomatic-network/black-sea-synergy_en)
- Black Sea Cross Border Cooperation of EU <http://blacksea-cbc.net/>
- Reference Documents of EU Black Sea Cooperation <http://blacksea-cbc.net/black-sea-basin-2014-2020/eu-regulations/>
- Project Documents & Progress Reports (upon request for both countries and regionally)
- Background Information, project documents & progress reports of Black Sea Economic Cooperation (BSEC), based in Istanbul

Vienna, 12 June 2017