Project: “Good Governance for Local Development in South Caucasus” project

Mission: Provision of customer service trainings for the staff of Citizen Offices in Armenian municipalities

PN: 19.2204.6-.002.00

# Introduction

The “Good Governance for Local Development in South Caucasus” project (GGLD) aims at strengthening the capacities of public institutions in the South Caucasus to the effect that they are better able to provide citizen-oriented services. The project advises partner institutions at national, regional (sub-national) and local levels in Armenia, Azerbaijan and Georgia on designing and implementing national reform processes, improving framework conditions and developing standards and guidelines. It supports the capacity development of key actors for citizen-oriented service delivery, primarily at local level. To promote citizen participation in local development processes, the project advises on the introduction of participation and complaint mechanisms and supports respective awareness raising for citizens. The project also supports the elaboration and implementation of strategies and instruments for regional development and local economic development. As a part of the German Caucasus Initiative, the project promotes professional exchange of knowledge and experiences between the countries of the South Caucasus.

The project is commissioned by the German Federal Ministry of Economic Cooperation and Development (BMZ). In Armenia it is co-funded by the Swiss Development Cooperation (SDC) and carried out in close cooperation with the Ministry of Territorial Administration and Infrastructure (MTAI) as the main political partner.

One result area of the Programme is the strengthening of municipalities with regards to management and administration, including service delivery, administrative capacity and participatory decision-making. Here Citizen Offices play a vital role.

Along with the advancement of technologies, there is a need to reorganise the mechanisms of the municipalities’ work, and, focusing on a citizen-oriented approach, ensure availability of services, as well as prompt and efficient services for every citizen living in the communities.

# Background of the assignment

Numerous measures addressing the improvement of the service delivery have been undertaken in different stages of reforms in the local self-governance system. Between 2006 and 2010 11 Citizen Offices (CO) were established in the municipalities of Charentsavan, Aparan, Dilijan, Ijevan, Vedi, Vayk, Jermuk, Yeghegnadzor, Sisian, Goris and Kapan; and between 2015 and 2020 38 COs were established in Tatev, Tumanyan, Abovyan, Artashat, Zaritap, Pemzashen, Urtsadzor, Ashtarak, Alaverdi, Gorayk, Amasia, Arpi, Sarapat, Ashotsk, Meghri, Noyemberyan, Vanadzor, Stepanavan, Koghb, Jrvezh, Areni, Odzun, Ani, Tegh, Gladzor, Aragatsavan, Kajaran, Akhtala, Berd, Yeghvard, Tashir, Shnogh, Tsagkhahovit, Vardenis, Chambarak, Byureghavan, Akunq and Marmashen.

Learning from German experiences, Citizen Offices are established to centralize service delivery in municipalities in accordance with citizen-oriented “one-stop-shop” approach.

The Programme supports the establishment of Citizen Offices as to the renovation and furnishing of an appropriate room in the municipal administrative building and provides the necessary IT equipment and supports the installation of the Municipal Management and Information System (MMIS). The Programme advises municipalities on the organisational set-up and related restructuring of management and administrative procedures (e.g. organization of services to be carried out in the front office and their coordination with the back office). The Programme also provides trainings and backstopping support to the staff of Citizen Offices.

One of new practice areas of the Programme will focus on building the capacities of the staff of Citizen Offices in the field of customer service which stems from the appropriate need raised by the staff.

More information on Citizen Offices can be found [here](http://www.mtad.am/files/docs/1998.pdf).

# Objectives of the assignment

The main objective of the assignment is the delivery of customer service trainings for the staff of 49 Citizen Offices in Armenian municipalities to improve the quality of service provided to citizens, increase citizen satisfaction, as well as enhance the public image of COs. A training company will be contracted to provide trainings for up to 3 representatives from 49 COs. After the completion of the trainings the staff of the Citizen Offices should possess necessary skills, competencies, knowledge and tools to better serve citizens and effectively perform their responsibilities.

The training programme should be designed for up to 2 days per group (up to 15 participants each). Groups will be formed based on the list of COs (Annex 1) in accordance with their geographical location in regions. Trainings should be provided in regions.

The training provider will be responsible for:

* Recommending an effective and proper grouping of participants based on the Annex 1;
* Development of an appropriate training methodology and materials;
* Planning, designing, organizing and delivering the training programme;
* Preparation, printing and delivery of training materials;
* Evaluation of feedback of participants on the trainings.

# Expected deliverables

* Training methodology, programme and materials;
* Final report, including but not limited to:
  + description of the work implemented;
  + aggregated data on trainings participants (overall numbers of training participants including gender-disaggregation (male/female));
  + duly signed participant lists;
  + overall evaluation of gains of the trainees (from the trainers’ viewpoint) and recommendations of further capacity building measures in the area of citizen orientation.

# Schedule and management of the assignment

Tentative commencement of the assignment is 10.04.2020. The contract will terminate in September 2020. All the below listed tasks will be implemented within **up to 39** expert-days during the mentioned period of time.

|  |  |  |
| --- | --- | --- |
|  | **Tasks** | **Expert days  (up to)** |
| **1** | Preparation for the assignment including meetings with GIZ and other relevant stakeholders | **2** |
| **2** | Preparation, discussion and finalization of the Training Programme and materials | **5** |
| **3** | Conducting trainings (including travel days to regions, where necessary) | **30** |
| **4** | Final report | **2** |
|  | Total | **39** |

* The contractor is obliged to perform the assignment based on these ToRs while ensuring close contact with GIZ throughout the implementation of the assignment.
* The contractor shall provide all the results directly and in the first turn to GIZ for discussion and further action.
* GIZ will support the contractor with provision of transportation for travelling to municipalities, accommodation and other logistics. Travel costs (transportation, overnight stay) will be settled by GIZ.
* Training premises in the regions should be suggested by the contractor and after the approval by GIZ will be settled by the latter.

# Reporting

With each payment stipulated in the Contract the Contractor should provide reports indicating precisely the actual working days spent, activities and deliverables. Payments will be made based on the submitted reports. Reports are to be provided in English.

# Requirement for the company profile

* At least 3 years of experience as a company in the field trainings provision on customer service.
* The proposed team should be composed of experts and specialists in their respective areas of expertise with at least4 years of experience in the field;
* Capacity to communicate, produce and deliver services and products in English.

**The Technical Proposal must entail:**

* Description of the company’s profile and an outline of recent experience on assignments of a similar nature (trainings on customer service).
  + For each assignment the outline should indicate inter alia, the profiles of the staff proposed, duration of the assignment, and firm’s involvement.
* A description of the proposed methodology and work plan for performing this assignment, including:
  + Preliminary outline of the training content;
  + Outline of methods and philosophy used for conducting the trainings;
  + Outline of methodology used for pre- and post-evaluation of the trainees;
  + Proposed clustering of trainees as per regions.
* The list of the proposed experts incl. CVs, profile and tasks that would be assigned to each expert and their involvement as per expert days.
* Reflections or suggestions on the Terms of Reference, if needed.

Annex 1

List of Citizen Offices operating in Armenian municipalities

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Marz** | **Municipality** |  |  | **Marz** | **Municipality** |
|  |  |  |
| 1 | Aragatsotn | **Aparan** |  | 24 | Shirak | **Amasia** |
| 2 | Aragatsotn | **Aragatsavan** |  | 25 | Shirak | **Arpi** |
| 3 | Aragatsotn | **Tsaghkahovit** |  | 26 | Shirak | **Ashotsk** |
| 4 | Aragatsotn | **Ashtarak** |  | 27 | Shirak | **Sarapat** |
| 5 | Ararat | **Urtsadzor** |  | 28 | Shirak | **Ani** |
| 6 | Ararat | **Artashat** |  | 29 | Shirak | **Marmashen** |
| 7 | Ararat | **Vedi** |  | 30 | Shirak | **Pemzashen** |
| 8 | Gegharkunik | **Chambarak** |  | 31 | Syunik | **Tatev** |
| 9 | Gegharkunik | **Vardenis** |  | 32 | Syunik | **Gorayk** |
| 10 | Kotayk | **Akunk** |  | 33 | Syunik | **Goris** |
| 11 | Kotayk | **Byureghavan** |  | 34 | Syunik | **Meghri** |
| 12 | Kotayk | **Charentsavan** |  | 35 | Syunik | **Tegh** |
| 13 | Kotayk | **Jrvezh** |  | 36 | Syunik | **Kajaran** |
| 14 | Kotayk | **Yeghvard** |  | 37 | Syunik | **Kapan** |
| 15 | Kotayk | **Abovyan** |  | 38 | Syunik | **Sisian** |
| 16 | Lori | **Akhtala** |  | 39 | Tavush | **Dilijan** |
| 17 | Lori | **Alaverdi** |  | 40 | Tavush | **Koghb** |
| 18 | Lori | **Odzun** |  | 41 | Tavush | **Noyemberyan** |
| 19 | Lori | **Shnogh** |  | 42 | Tavush | **Berd** |
| 20 | Lori | **Stepanavan** |  | 43 | Tavush | **Ijevan** |
| 21 | Lori | **Tashir** |  | 44 | Vayots Dzor | **Jermuk** |
| 22 | Lori | **Tumanyan** |  | 45 | Vayots Dzor | **Vayk** |
| 23 | Lori | **Vanadzor** |  | 46 | Vayots Dzor | **Zaritap** |
|  |  |  |  | 47 | Vayots Dzor | **Areni** |
|  |  |  |  | 48 | Vayots Dzor | **Gladzor** |
|  |  |  |  | 49 | Vayots Dzor | **Yeghegnadzor** |