

Terms of reference for assignment of short-term consultancy

Programme:	Public Financial Management in the South Caucasus
PN:	17.2023.4-005.00
AV:	Jens Petersen-Thumser
Advisor, contact person	Gor Khachatryan
Activities:	<ol style="list-style-type: none">a. Status, overview and assessment of communication tools presently available for the Tax Administration and Analysis of the public perception of the Tax Administration and current reformsb. Development of a proposal for the Tax Administration Communication Strategyc. Development of detailed communication plans (with detailed action plans) for the 5 program concepts available in the Tax Administration Reforms Strategy for the first year of the Communication Strategy implementation
Period and Place:	February 9, 2018 – April 12, 2018, Armenia

1. Brief information on the project

The Caucasus initiative of the Federal Ministry for Economic Cooperation and Development (BMZ) promotes the political and economic cooperation of the republics of Azerbaijan, Armenia and Georgia. The Regional Programme “Public Financial Management in the South Caucasus” is part of the Caucasus Initiative of the BMZ. The objective of the Programme is as follows: “Subsystems of public finances in Georgia and Armenia approach European and international standards in the fields of results orientation, efficiency and accountability.”

The planned activity will support the following output indicator of the Programme: “Preconditions for domestic resource mobilization are improved in Armenia and Georgia”. The planned activity will be realized in the scope of the concept “Provision

of technical advice on developing a strategic plan based on the TADAT assessment carried out in Armenia”.

The services to be rendered by this TOR are deemed to contribute to the above-mentioned objectives and the indicator.

At the same time the Regional Programme “Public Financial Management in the South Caucasus” has signed a co-financing agreement with the Delegation of the European Union to Armenia aiming at strengthening the Public Financial Management in Armenia. The planned activity is in line with the targets specified in the abovementioned agreement.

2. Context:

One of the key challenges as pointed out by different stakeholders and the civil society is the perception about current reforms in the area of tax administration. The demand is recognized by the State Revenue Committee and welcomed by the Ministry of Finance and the Government in general. The Centre for Strategic Initiatives (established by the Government of Armenia and operating as a public-private partnership, initiates and accompanies long-term strategic reforms) also welcomed the development of a communication strategy for the ongoing reforms in the area of tax administration.

In order to have an adequate communication strategy in place there is a need for expert interviews, in-depth data analysis, development of recommendations for a positioning strategy and a communication audit brand. The development of a positioning strategy, brand key values, brand communication guidelines, project brand platform and ideology will provide key prerequisites for the envisaged communication strategy.

3. Conditions of the Assignment.

3.1 Objective, tasks and responsibility

a. Objective

The objective of the assignment is to provide a proposal in collaboration with the State Revenue Committee for a comprehensive communication strategy in line with

an action plan for the upcoming five years. At the same time detailed action plans for 5 programme concepts of the overall tax administration reforms strategy have to be developed for the first year of strategy implementation.

b. Tasks

The consultancy will include, but is not restricted to the following points:

- I. Conducting expert interviews and in-depth communication tools and instruments analysis (referring particularly on tax perception). Media audit and brand communication audit, focus group discussions to develop main draft documents (master matrix and communication guidelines) for the tax administration reform communication strategy in Armenia.
- II. Development of a draft communication concept, communication strategy with communication and PR plans for tax administration reforms in Armenia.
- III. Development of detailed communication plans (including detailed action plans) for the 5 priority programme concepts for actions under the Tax Administration Reforms Strategy. Communication action plans should be for annual basis.

c. Responsibility

The Contractor's experts will:

- a) Provide a work plan for activities.
- b) Undertake desk studies
- c) Compile the above-mentioned documents;
- d) Engage with other relevant institutions and initiatives to secure evidence and synergies;
- e) Work in direct contact and cooperation with the "Public Financial Management in the South Caucasus" Programme implemented by GIZ.

d. Beneficiary

The main beneficiary of the assignment outputs is the State Revenue Committee of the Government of the Republic of Armenia.

e. Resources

The “Public Financial Management in the South Caucasus“ Programme will provide the translation and organizational support that may be required for the assignment. The translation needs (after justification by GIZ) will be also covered by the “Public Financial Management in the South Caucasus“Programme implemented by GIZ.

3.2 Outputs and Timeline

Tasks and deliverables (all deliverables in Armenian language)	Proposed Timeline
A comprehensive report of the current situation including a preliminary list of problems identified and potential areas of communication reforms and comparative analysis of the current state and best international practices in the field including benchmarks. The report will necessarily include but not be limited to the following audit results and findings: media audit report, brand communication report.	Draft: February 20, 2018 Final: February 28, 2018
The proposal for the Tax Administration Communication strategy	Draft: March 7, 2018 Final: March 19, 2018
Action plans (minimum 5) for identified program concepts in the overall Tax Administration Reforms Strategy.	Draft: March 30, 2018 Final: April 6, 2018

All deliverables will be compliant to the visibility policy agreed with the Delegation of the EU to Armenia.

3.3 Specification of Inputs

The Assignment supposed up to 85 expert days for a team of two experts with expertise in the development of communication strategies.

2 Experts will be involved in Assignment with relevant experience, first for consultancy on the analysis for the current situation, and second for the consultancy on the compilation of the Tax Administration Communication Strategy.

3.4 Coordination and communication

- The Contractor strongly cooperates with the SRC relevant staff and the Programme Director and Advisor of the “Public Financial Management in the South Caucasus” Programme implemented by GIZ. The Contractor reports on its activities carried out to the Programme Director and Advisor of the “Public Financial Management in the South Caucasus” Programme implemented by GIZ.
- The Contractor will agree the work plan with the “Public Financial Management in the South Caucasus” Programme beforehand. The Contractor will inform the Advisor of the Programme about possible changes in the work plan within a week regarding scheduled activities.

3.5 Submission Requirements

The hired company needs to meet the following requirements:

- A documented path of experience with a minimum of five years in the field of marketing, brand and communication, experience with public administration reforms, good governance and strategy development.
- Proven expertise in the area of conducting marketing researches, social and commercial branding and projects and consultancy in Armenia and region: work with public administration bodies.
- Experience in establishing and managing networks in Armenia.

Proposed experts should meet following criteria:

- Have at least 10 years of working experience in marketing consulting, public communication and public relations: working with international organizations is desirable.
- Have a proven track record in the development of brand and communication strategies.