



Better governance and private sector development for Climate change resilience in ARM (2022-2032)

(tentative title of planned project)

Feasibility Study – Terms of Reference

1. Context¹

As a mountainous country with arid climatic conditions, Armenia is considered to be **highly susceptible to climate change** across its entire territory and vulnerable eco-systems. In recent years, along with the increase in air temperature and decrease in precipitation, a significant increase in frequency and intensity of extreme weather events and natural disasters has been observed, which have a negative impact on ecosystems, economic activity, human welfare and health.

During the last decades, the **major causes of environmental damages** have continued to evolve and include rapid economic growth with uneven distribution of economic gains, poor spatial planning and inefficient social policies. Other factors have compounded the increased pressure on the environment to undesirable levels. These factors include notably a low level of environmental literacy of the population which often translates into a lack of awareness of the importance of biodiversity conservation; the inefficiency of environmental assessment instruments and of national systems for monitoring natural resource management; the lack of transparency in the development of relevant strategies and projects and the lack of a structured coordination of environmental programmes.

Many of the climatic changes projected are likely to **disproportionately affect the poorest** groups in society. Combined analysis of Armenia's historical data on droughts, soil erosion and other natural disasters shows that rural low-income communities are particularly vulnerable to the impacts of climate change due to heightened water insecurity, increased health risks and reduced agricultural productivity.

Due to potential high impacts of climate change on the agricultural sector in Armenia, alongside the increased risk of climate-related disasters, also Government policies **face major challenges from climate change**, particularly under higher emissions pathways. Without adaptation and disaster risk reduction, changes will exacerbate income and wealth inequalities and hinder attempts to reduce poverty rates.

Armenia has a variety of climate policies² addressing climate change without a separate national strategy tackling the issue; the subject is represented in sectoral development strategies and programs by different government agencies. Armenia has produced a number of documents making considerable progress analyzing and pursuing options to mitigate climate change. **Adaptation so far has received relatively less attention.**

Nevertheless, the major climate change adaptation policy is the [Armenia's National Adaptation Plan \(NAP\)](#) adopted in 2021 and spans the period to 2025. The general objective of the NAP process is to promote the reduction and management of climate risks in Armenia.

The NAP has identified key types of cross-sectoral barriers to adaptation:

¹ Sources used: UNFCCC, 2020, 4th National Communication Armenia; SNC-mt, 2019, The Caucasus Regional Research Agenda 2020-2030; IEA, 2022, Energy Policy Review Armenia 2022; World Bank, 2021, Climate Risk Country Profile Armenia; EU4Climate, 2021, NDC preparation and implementation in EaP countries: Comparative analysis of the first and the updated NDCs

² Intended Nationally Determined Contribution (INDC) 2015, Fourth National Communication (NC4) 2020, Nationally Determined Contribution (NDC) 2021, National Adaptation Plan (NAP) 2021, Third Biennial Update Report (BUR3), 2021

1) **Governance and institutional barriers** that limit adaptive capacity by exacerbating drivers of vulnerability, as well as impeding action, decision-making, and the flow of resources to where they are needed.

2) **Information, knowledge, and technology barriers** that inhibit the efficiency of adaptation by hindering understanding of the need for adaptation.

3) **Financial barriers** directly inhibit adaptation as financial literacy, access to capital, and financial services are vital components of adaptive capacity. Financing of local level community adaptation action is highly dependent on the support of national government.

4) **High prevalence of low incomes:** Due to Armenia's relative remoteness from major economic hubs along with economic blockage and relatively low investment, there is high prevalence of low incomes. Moreover, the national economy is predominantly comprised of climate-sensitive sectors which depend heavily on natural ecosystems and other natural resources.

Different **financial instruments** including grants, concessional and non-concessional loans have been used to deliver mitigation related delivery support. In the case of multilateral assistance, the debt instruments have become widely used, while bilateral assistance was provided through grants.

However, there are challenges with regard to coordinated action across governmental bodies and more specifically, coordination at the inter-ministerial level. Notably, despite Armenia's developed public finance budgeting systems, the identification of expenditures, budgeting and reporting of cross-sectoral policies, such as climate change, will require the development of new institutional mechanisms within the budgeting process and use of climate budget tagging.

2. Switzerland's CC project³ in Armenia

Based on its Regional Development Cooperation Program 2022-25 (Program 2022-2025)⁴, the Swiss Cooperation Office South Caucasus (SCO SC) is mandated to increase its engagement in Armenia in the area of Climate resilience and sustainable resource management. Outcome 4 of the Program 2022-2025 states that "national and local governments, CSOs, academia and private sector actors in ARM, AZE and GEO improve environmental-related results through climate action and resource management, whilst participating in and learning from regional exchanges and platforms, and contributing to global environmental policies and priorities".

The Program 2022-25 further specifies the **thematic priorities** for climate change-related action, *inter alia*: addressing multi-hazard risks in vulnerable communities; protection of biodiversity in a context of economic growth, mountain development and climate change adaptation, and sustainable forest management. **Intervention modalities and levels** include capacity building support and awareness raising with local authorities and citizens; national information systems for monitoring, modelling and forecasting; action-oriented research and university curricula development, evidence-based policy advisory work and advocacy at the local, national and regional level; cross-border technical cooperation.⁵

Against this mandate the SCO SC in Armenia seeks answers to **two strategic questions**:

- What is a relevant and effective contribution by Switzerland (Swiss Component) to address the multitude of challenges in terms of CC adaptation, and the funding needs of related policy measures? Thus focus on CC adaptation should not, however, limit of

³ Switzerland's CC project will be also referred as Swiss Component across the document.

⁴ <https://www.eda.admin.ch/countries/armenia/en/home/international-cooperation/strategy.html>

⁵ Related to this Outcome of the Program 2022-2025, another outcome captures the need to think certain interventions in regional terms ("Protecting and promoting civic engagement and space as well as cooperation in the region"). Where appropriate, projects (and notably CC-related projects) shall foster integrative processes within the SC region, including *inter alia*, through organizational partnerships through regional projects, networks, platforms or consortia. Targets and results will be measured at regional level with specific indicators.

exploring the opportunities of addressing mitigation measures where operationally feasible in terms of effectiveness and efficiency.

- How can Switzerland’s contribution effectively be embedded into ongoing and planned projects of other bilateral and multilateral donors (including financial institutions) and implementers, and what are the opportunities of effective donor coordination under a common strategic framework?

SCO SC Armenia Office plans to explore the possibilities to design and implement a project (*tentative title/subject to revision*) **Better governance and private sector development for climate change resilience in ARM (2022-2032)**. This feasibility study is mandated to propose and concretize orientation of the contribution by Switzerland as well as explore the opportunities of synergies with other donors (“committed parties”), including the establishment of a common strategic framework for action which aims at uniting and operationalizing shared visions, compatible objectives, intentions and funds.⁶

The proposed Swiss project shall consist of **two four-year phases** (including an inception phase), and an additional 2-years exit phase. The total financial volume of the Swiss contribution will be approximately CHF 10 Mio. over 10 years.

The project shall build on Switzerland’s international commitments, on its strengths, as well as on its existing portfolio in the South Caucasus region and in particular in Armenia. It shall consistently mobilize relevant Swiss expertise in terms of (A) governance solutions and (B) technical knowledge, responding to Armenia's needs in the field of climate change with a priority on adaptation, which have been scientifically identified as priorities while taking into account the relevant policy documents.

The preliminary **overall objective** of the project is:

- Strengthening of Armenia’s CC resilience by improving the climate governance of Armenia at the national and local levels and mobilizing private sector stakeholders and citizens (potentially with focus on rural areas) to increase climate change resilience.
- This support shall be limited to selected thematic topics of Armenia’s CC adaptation agenda which are closely linked (“nexus approach⁷”).

Underlying assumptions and the tentative **Theory of Change** to be validated through the feasibility study are the following ones:

- IF the institutional capacities of national and local governments and other stakeholders of Armenia are strengthened to support climate adaptation action and sustainable resource management and IF most relevant actors are supported with technical assistance to utilise and improve their respective knowledge and competence; THEN Armenia will be better prepared to building climate resilience and contribute to strengthening the regional response to the threat of climate change. With increased regional interactions, the government, the society and the people of Armenia and in the region will benefit from enhanced resilience to climate-induced hazards, and stakeholders across the region will become more resilient and cooperative; BECAUSE capacities and a shared consciousness for a need of common action have been enhanced.

⁶ The overall objective of the common strategic framework, in case it is deemed feasible, shall be established on the basis of the results of this consultancy, reflecting the common denominator of the strategic commitments of the interested parties. Based on the consultation of the pre-identified “committed parties”, a first draft of a logical framework, with outcomes and outputs attributed to the parties and estimated respective financial contributions, shall be elaborated.

⁷ The Nexus Approach to the sustainable management of water, soil, and waste **integrates environmental management and governance across sectors and scales**. This approach is based on the understanding that environmental resources are inextricably intertwined.

3. Objectives of the feasibility study

The overall purpose of the feasibility study is to provide sound analysis and advice to

(A) determine the thematic key elements, the relevance, and the effectiveness of the new planned **Swiss component**;

(A1) assess potential synergies with SDC ongoing and planned programs;

(B) map the relevant stakeholders at the local, national and international levels and determine the perspectives, the scope and the fundamentals of a **common strategic framework**;

(B1) consult on the feasibility of Swiss contribution as a component of strategic framework versus as stand-alone status coordinated with other efforts but free of contractual mutual obligations to other players;

(C) suggest specific guidance and advice related to project development and implementation planning.

The study should come up with realistic proposal on which kind of **implementation structure** for the Swiss component would be needed, and how to conceive it in case common strategic framework is deemed feasible, including how this framework shall be conceived; how it and Swiss component related to each other at the level of operational planning.

The **geographic focus** of the Swiss component shall be established in function of selected thematic priorities, while taking into account other aspects, notably potential synergies with other SDC ongoing and planned programs, coordination-related requirements and intervention modalities such as the selection of the governance level (local, central state, international dimensions).

Similarly, the **stakeholders** and target groups of the Swiss component shall be identified during the feasibility study. The list may include public institutions and agencies at different governance levels, private sector stakeholders (farmers and SMEs, associations, large companies, investors, consumers).

As a starting point, the **feasibility study** shall conduct an analysis of what are Armenia's most important threats and opportunities in the context of climate change impact having been scientifically identified, in terms of protecting human life and vital natural resources essential for survival. Based on this description of the need for action, it shall

- define the basic features of a **Swiss component** in terms of substance, selected number of CC-relevant sectoral or cross-sectoral thematic topics listed below, and operationalizing in terms of a theory of change, an overall impact statement, outcomes and outputs;
- explore the feasibility and basic strategic orientation of a **common strategic framework**, based on a targeted consultation of relevant multilateral and bilateral players. This consultation shall notably include the identification of committed parties, their potential contributions, and the fundamentals of implementation of the framework;
- **relate** both the proposed Swiss climate change project and a potential common intervention by a group of committed parties, **to existing problem-solving capacities of public policies in ARM**, that is to (A) GoA policies, its institutional capacities for implementation and coordination and (B) to policies, capacities and other relevant factors at the level of the Armenian municipalities.

The thematic scope of Swiss component shall be designed focusing on the most important effects to measures strengthen adaptation resilience. Subsidiarily, reductions of CO2 emissions and other relevant greenhouse gases shall be achieved.

Based on a first preliminary assessments mirrored against agreed and communicated CC-related policy documents of the GoA, a possible future Swiss component could notably include:

- **Thematic topics** such as: (1) production processes; (2) agriculture, forestry and biodiversity; (3) human settlement infrastructure and disaster risk management; (4) water resource management. Importantly, the nexus between different topics eventually selected would need to be strengthened consistently.
- **Implementation perspectives** such as (1) a multi-level governance vision, including a strong focus on action at the local level, a look at the need of legislative action, and a focus on cross-border cooperation of state and non-state actors; (2) the mobilization and use technical knowledge, that is: of cutting-edge know-how on clean and smart technologies, notably among private sector actors and institutions of higher education; (3) increased information access and awareness for climate action by institutional and individual stakeholders and beneficiaries; (4) the establishment of a stable long-term financial basis of promoted policies and measures.
- **A differentiated use of instruments of public policies**, such as:
 - # incentives to promote rational behavior of economic entrepreneurs (SMEs, farmers, investors), individual consumers to develop CC-sensitive behaviors and decisions (energy consumption, protection of natural public goods, product use) VERSUS
 - # compulsory norms and legal provisions (standards, prohibitions, instructions, and requirements) to be enforced to protect or to increase the protection of citizens and valuable natural resources (biodiversity) against the impacts of CC?
- **An international perspective** including strategic orientation and knowledge streams, such as (1) systematic use of best practices and technological solutions internationally available, including from science and technology, public institutions of Switzerland or multilateral organizations and networks.(2) climate change adaptation and mitigation as a trigger for international cooperation in the South or Greater Caucasus.

With regard to the overall **common strategic framework**, aspects **in terms of process and content** to be considered in the feasibility study are, among others:

- Analysis of most important approved ongoing or envisaged donor activities; assessment of efforts and effectiveness of donor coordination and alignment with GoA policies; assessment of current GoA framework and its implementation;
- What is a realistic level of coordinated action (“programmatic approach”), given the existing formal policy framework (including international commitments), the current degree of implementation and the current level of coordination among development stakeholders (incl. with GoA) and the interagency coordination within the GoA?
- Which other bilateral funding partners, and which existing climate change-related multilateral funding mechanisms lending themselves as potential funding sources (for grants, loans, and blended finance), could potentially be included in a programmatic approach on the basis of the Swiss component or an extension of it?

Against the overall objective of the project, **important issues related to project development and implementation planning** to be answered in the study are:

- What thematic topics with strong nexus linkages could a Swiss component include, with which focus in terms of geography, stakeholders and target groups?
- What are expected negative impacts of climate change on the poorest groups in society and the most affected regions in Armenia in the context of the selected thematic topics of the Swiss component?
- In the context of the Swiss component, what is the need for action of state level public institutions and public policies, in terms of closing legislative gaps, overcoming coordination failure and implementation challenges?

- What are the current contributions and roles of the private sector and CSOs in the proposed Swiss component, and how can they be strengthened?
- What are thematic areas with a potential for cross-border or regional cooperation, and which forms and tracks of joint analysis, science diplomacy and implementation are most promising? Which intervention would have a longer-term potential for conflict mitigation?
- How would such a project relate with broader common strategic framework of climate action and a respective overarching set of objectives (logical framework)?
- What are thematic priorities and financial contributions of “interested parties” to a common strategic framework? Which development partners are potentially best compatible in terms of flexibility in their partnership modalities?
- How the implementation structure (of the Swiss component and for a common strategic framework) could be conceived, based on the strategic orientation of a comprehensive proposal and the identification of the committed parties including their planned contributions?
- What are opportunities for synergies with ongoing SDC projects?⁸
- How to mobilize and build most efficiently and effectively on policy practices and technological solutions originating in Switzerland or in multilateral settings to meet Armenia’s CC-related needs for action?

In view of the design of a new project, the consultancy is expected to substantiate, differentiate and operationalize the **underlying assumptions and the tentative Theory of Change** and to address a number of **key topics** as indicated in the tentative outline of the project report ([Annex 1](#)).

4. Methodology

Desk research of relevant documents, including:

- Policy documents of the GoA,
- Documents of SCO projects in ARM⁹ ([Annex 3](#));
- Relevant reports and project documents by international organizations and financial institutions, academia and independent institutes¹⁰
- Statistical data of ARMSTAT.

Interviews and consultations of resource persons and relevant organizations, including:

- Potential representatives of stakeholders and their organizations;
- Government authorities and international development partners ([Annex 4](#)).

Up to three intermediate discussions between consultant and SCO SC Armenia Office; joint decision-taking on course of work process

Workshop to validate assumptions, conclusions and recommendations, including:

⁸ The SDC will provide information on relevant ongoing projects in Armenia (such as LILA, SIGMA, MAVETA, LSG) and Georgia (ALCP2, Forestry, CCA/DRR) and programmatic guidance.

⁹ Relevant ongoing or planned SCO projects in ARM cover the following areas: Economic Development of Protected Areas, Local Governance; Agricultural VET

¹⁰ Relevant projects include: Green agriculture EU/ADA; EU supported tourism project: ADA and GIZ; USAID agricultural support; projects by the WB and the FAO

- Government officials, other development partners, SCO project partners, scientific resource persons.

5. Deliverables / Reporting

The consultancy is expected to provide the following deliverables:

- A **workshop** to validate results, conducted prior to finalization;
- A **report** (15-20 pages). For structure and content see [Annex 1](#);
- A **project concept note** (max. 5 pages). For structure and content see [Annex 2](#).

An electronic copy of all the DRAFT deliverables shall be submitted to the SCO SC Armenia Office for comments 10 working days upon the completion of the field research and consultations. The SCO SC will provide the consultants with its feedback within 10 working days after submission.

Electronic copies of the final products shall be submitted to SCO SC Armenia Office 10 working days upon the reception of comments by the SCO SC.

The report shall be written in English and not exceed 20 pages (without executive summary and annexes). Format: Arial 11.

Depending on decisions by the SCO SC related to the planned project, the consultants might be invited to elaborate the necessary documents for a subsequent potential tender process.

6. Proposed work plan

The following work plan provides suggested dates, responsibilities and resources needed for the various activities of the evaluation process. This work plan will eventually be adapted and agreed, based on a detailed work plan proposed by the consultant team. Start and end date are in principle fixed. **Award decision and contracting are expected to take place prior to the 5th of August and 26th of August respectively.**

Activity	Date	Responsible parties
Briefing with the Management of SCO SC Armenia Office	August 29	SDC; Consultant/s
Field mission	August 29	Consultant/s
Debriefing at Yerevan to present draft report	September 19	SDC; Consultant/s
Workshop	September 23	Consultant/s
Slot for consultancies consultant(s) – SCO SC Armenia Office	September 19-30	SDC; Consultant/s
Final Report	October 1	Consultant/s

Task / Activity	Number of Working Days
Preparatory work, data collection and analytical work, organizing meetings with local stakeholders	8
Field mission to Armenia	10
International travel	2
Report writing	10
Total of working days of consultancy team	30

A briefing with the Management of SCO SC Armenia Office will take place at the beginning of the assignment, as well as a debriefing to present the draft report, prior to the workshop. 2-3 intermediate discussions shall take place to discuss and decide on the course of the study process.

The mission to Armenia is expected to take place at the earliest convenience of the consultants, but not later than after September 20. The mission will be undertaken in compliance with COVID-19 containment measures effective in Armenia. Should the epidemiological situation disallow travel, an online format of the consultancy will be considered by the SCO SC.

7. Required Qualifications

Given the scope of the study, a team of at least one international and one local consultant shall be recruited.

The consultancy team with the following qualifications are eligible to **conduct the assignment**:

- Advanced University degree or equivalent in political sciences, law, development studies or environmental studies, preferably with a focus on public policies and public sector reform
- Minimum 5 years of professional experience of conducting similar assignments for international organizations or the public sector, preferably, in the area of private sector support or market system development.
- Excellent knowledge of the development context and the climate change agenda in Armenia (economic, political, environmental). Previous working experience in the region (South Caucasus or Eastern Europe). Very good knowledge of the international debate, and notably of Switzerland, in the thematic areas under study.
- Strong research and analytical skills; abilities to operationalize analytical results into actionable recommendations.
- Experience with the SDC desirable
- Excellent verbal and written communication skills in English. Knowledge of the Armenian language (reading and speaking) for local consultant.

In addition to the above competences and skills, the selection will be done on the basis of the submission of a short description of the understanding of the present mandate, as well as on the financial offer.

Proposals can be submitted by teams, consisting of an international and a local consultant.

8. Application

Interested candidates, including consulting firms and individual consultants, are invited to send an application package, including the below listed documents, in English to the following email: Yerevan@eda.admin.ch by **22nd of July, 2022, 24h** (CET time):

- A profile/CV demonstrating the firm's/consultant's relevant experience and competencies.
- A brief proposal (maximum 5 pages) where the methodology and work plan are presented, as well as a short description of the understanding of the present mandate.
- A detailed financial proposal, indicating the cost required for undertaking the assignment. The financial proposal is to be submitted in accordance with the requirements outlined in Annex 5.

In the subject line, please indicate ***“Better governance and private sector development for climate change resilience in ARM (2022-2032)”***.

Only complete applications with all the documents described above and submitted not later than by the deadline will be considered.

ANNEXES:

- Annex 1. Tentative Outline of the Report
- Annex 2. Tentative Outline of a Project Concept Note
- Annex 3. List of SDC project-related documents
- Annex 4. Tentative List of Stakeholders
- Annex 5. Requirements for the Financial Proposal
- Annex 6. List of Abbreviations

TENTATIVE OUTLINE OF THE REPORT (15-20 p.)

Executive Summary

1. Introduction and Methodology

2. Context analysis

- 2.1. Context and existing challenges
- 2.2. Government policies and institutional framework
- 2.3. Role and potential of private sector in addressing CC mitigation and adaptation challenges;

3. Analysis of Stakeholders and Development Partners

- 3.1. Description, analysis and mapping of national stakeholders
- 3.2. International Development Partners: description and mapping of strategic visions and relevant ongoing and planned projects/programs
- 3.3. Potential, limits and requirements for a programmatic approach of committed parties

3. Project Outline

- 3.1. Strategic orientation: Thematic focus and regional outreach – mobilizing private sector and improving public policies. Overall objective - main objectives/outcomes – potential activities - Theory of Change
- 3.2. Geographic focus/target regions
- 3.3. Stakeholders and end beneficiaries
- 3.4. Implementation strategy for (A) programmatic approach: (B) Swiss component, incl.
 - # Potential partnerships and contributions by other development partners
 - # Role of Government institutions/agencies
 - # Mechanisms and modalities to tap into international knowledge
 - # Sources of funding and allocation thereof

5. Project: Relevance - Risk assessment - Sustainability

- 5.1 Relevance of the proposed program with reference to context (impact related to CC and poverty reduction), Government priorities and other donors' interventions
- 5.2 Risks/challenges: Preliminary assessment; potential mitigation measures
- 5.3 Considerations on
 - # coherence and synergies with existing SDC portfolio in ARM and SC
 - # sustainability and scaling up

6. Open questions for further clarification

- 6.1. Critical assumptions left for verification in the early stage of the intervention
- 6.2. Additional data needed for operational planning

List of annexes

TENTATIVE OUTLINE OF A PROJECT CONCEPT NOTE (5 p.)

The project concept note shall provide, but be not limited to, the following reference information. The final structure will be agreed between consultant and the SDC based on draft report.

- **Context** - Key information related to rural small businesses, their challenges and relevance to poverty reduction; relevant Government policies
- **Relevance** - Relevance of the proposed program with reference to context, Government priorities and other donors' interventions
- **Objectives** - Overall impact of the intervention/ intended situation after the end of the project; main objectives/outcomes; target regions; Theory of Change
- **Stakeholders, beneficiaries and outreach** - stakeholders' analysis (roles and responsibilities, interests, incentives), tentative information about direct and indirect final beneficiaries
- **Intervention Strategy** - Outline of intervention strategy (with options, if appropriate, with key criteria for the selection among these options); potential partnerships with other development partners; role of Government RA
- **Partnership relations and cooperation** - With stakeholders; with development partners; Government institutions and agencies ;
- **Financial considerations** - Allocation of resources; possible contributions of partners
- **Risk assessment - sustainability** - Initial risk assessment; considerations on sustainability and scaling up.
- **Open issues**

LIST OF SDC PROJECT-RELATED DOCUMENTS

Living Landscapes for Market Development in Armenia (LILA)

- Project Document, WWF, September 2021
- Feasibility Study

Local Sustainable and Inclusive Growth in Mountainous Armenia (SIGMA)

- Project Concept Note, March 2022
- Feasibility Study, February 2022

Improvement of the Local Self-Governance System in Armenia (LSG)

- Project Document, July 2019
- Operational Report, GIZ, April 2020-March 2021

Modernizing VET Agriculture in Armenia (MAVETA)

- Project Document. Available in August 2022
- Vocational Education and Training in Agricultural Value Chains in Armenia: Analysis and the Way Forward by Mkhitar Balayan, Yerevan 2020

Strengthening the Climate Adaptation Capacities in the South Caucasus (SCAC SC)

- Project Document, Sustainable Caucasus, UniGe, October 2018.
- Interim Narrative Reports
- Caucasus Regional Research Agenda (C-RRA) 2020-2030, endorsed by the Second CMF held in Ankara, Turkey, from 30 October to 1 November 2019

Strengthening the Climate Adaptation Capacities in Georgia (SCAC GE)

- Project Document, UNDP, Available in November 2018.

Strengthening Livelihoods and Social Inclusion in Georgia's Forest Sector Reform

- Project Document, GIZ. Available in March 2021

Alliances Caucasus 2 (ALCP2)

- Strategic Framework. Available in December 2021, updated in May 2022

TENTATIVE LIST OF STAKEHOLDERS

(a) Stakeholders and individuals to be interviewed

Current SCO SC partners in Armenia

- ADA
- BMZ/GIZ
- SDA Strategic Development Agency NGO – Armenia
- UNDP
- WWF Armenia

Government of Armenia

- Ministry of Economy
- Ministry of Environment
- Ministry of Territorial Administration and Infrastructure
- Deputy Prime Ministers Office

Bilateral donors and International organizations (representations)

- EUDEL/EUSR
- USAID
- Embassy of Sweden
- GCF
- GEF
- Worldbank
- KfW
- ICRC/IFRC
- IOM – Armenia/Regional Office for South-Eastern Europe, Eastern Europe and Central Asia
- FAO
- UNICEF
- Office of the Co-ordinator of OSCE Economic and Environmental Activities

Academia/Foundations

- AUA Acopian Center for the Environment
- Caucasus Network for Sustainable Development of Mountain Regions
- Institute of Geological Sciences of the National Academy of Sciences of Armenia
- Armenian National Agrarian University
- Armenia-based foundations: Izmirlian Foundation – Armenia; Foundation for the Preservation of Wildlife and Cultural Assets (FPWC); others

Others (Swiss-based)

- School of Agricultural, Forest and Food Sciences (HAFL) of Bern University of Applied Sciences
- Wyss Academy for Nature at the University of Bern
- WSL Institute for Snow and Avalanche Research

REQUIREMENTS FOR THE FINANCIAL PROPOSAL

- **TYPE A for employed persons**

Mandate Type A

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/Abrechnungsformular-Auftrag-Typ-A_EN.xls

- **TYPE B for legal persons and institutions**

Mandate Type B

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/Abrechnungsformular-Auftrag-Typ-B_EN.xls

General Terms and Conditions of Business (GTC) of the Swiss Federal Department of Foreign Affairs (FDFA) for Mandates (Types A and B)

https://www.fdfa.admin.ch/content/dam/eda/en/documents/dienstleistungen-publikationen/auftraege/CG-contrats-A-B-2015_EN.pdf

Factsheet on Compensation for Fees and Expenses

https://www.collaboration.eda.admin.ch/en/Documents/Merkblatt%20Honoraren%20und%20Spesen_EN.pdf

LIST OF ABBREVIATIONS

ADA	Austrian Development Agency
AUA	American University of Armenia
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
EUDEL	Delegation of the European Union to Armenia
EUSR	European Union Special Representative
FAO	Food and Agriculture Organization
FPWC	Foundation for the Preservation of Wildlife and Cultural Assets
GCF	Green Climate Fund
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GoA	Government of the Republic of Armenia
HAFL	School of Agricultural, Forest and Food Sciences (Bern)
ICRC	International Committee of the Red Cross
IEA	International Energy Agency
IOM	International Organization for Migration
IFRC	International Federation of Red Cross and Red Crescent Societies
LED	Local Economic Development
LILA	SDC project Living Landscapes for Market Development in Armenia
MAVETA	SDC project Modernizing VET agriculture in Armenia
MTAI	Ministry of Territorial Administration and Infrastructure
NAP	National Adaptation Plan
NDC	Nationally Determined Contribution
OC	Outcomes
Program 2022-2025	Regional Development Cooperation Program 2022-2025
SCAC GE	SDC project (regional) Strengthening the Climate Adaptation Capacities in Georgia
SCAC SC	SDC project (regional) Strengthening the Climate Adaptation Capacities in the South Caucasus
SCO SC	Swiss Cooperation Office for the South Caucasus
SDA	Strategic Development Agency NGO
SDC	Swiss Agency for Development and Cooperation
SIGMA	SDC project Local Sustainable and Inclusive Growth in Mountainous Armenia
SLF	Institute for Snow and Avalanche Research
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations International Children's Emergency Fund
WSL	Swiss Federal Institute for Forest, Snow and Landscape Research
WWF	World Wide Fund for Nature