



**Armenia-Turkey Economic Relations: New Stage?**  
**Project Evaluation**  
**Terms of Reference**  
*June 14, 2019*

Eurasia Partnership Foundation in Armenia (EPF) is seeking an evaluation consultant or a team of consultants to undertake an evaluation of the project entitled “Armenia-Turkey Economic Relations: New Stage?”

## **1. Background**

EPF with support of the UK Government’s Conflict, Stability and Security Fund (CSSF) and in collaboration with Armenia- and Turkey-based partners and research teams implements a project entitled “Armenia-Turkey Economic Relations: New Stage?” The project term is April 1, 2019 - March 31, 2020. The project will examine the scale of economic cooperation between Armenia and Turkey through *Action Research*, and suggest ways forward through *Policy Recommendations*. The project will: (1) evaluate the current stage of business turnover between Turkey and Armenia; (2) identify the most lucrative business areas, growth patterns, and future possibilities; and (3) consider issues that the two governments could address to support business relations as part of confidence-building measures. Project findings will also be used to promote dialogue and collaboration between small- and medium-size, and women-led businesses.

The project consists of:

1. *Desk study* of the secondary data on economic relations between the two countries and a review of the previously produced research papers;
2. *Primary data collection* on business opinion leaders’ attitudes and perceptions regarding actual and potential Armenia-Turkey economic cooperation (in-depth interviews and focus groups);
3. *Production of policy recommendations* for government stakeholders and businesses to facilitate economic relations between the two countries.
4. *Awareness campaign* for Turkey- and Armenia-based stakeholders and wider public.

## **2. Objectives of the Evaluation**

The evaluation consultant or a team of consultants should be able to accomplish the following:

- 1) Assess the structure of the project in terms of its efficiency and coordination mechanisms, and recommend improvements;
- 2) Assess the relevance of project’s activities within the changing political context of the Armenia-Turkey relations;

- 3) Assess the level of achieving the project's outputs and outcomes as indicated in the Logical Framework<sup>1</sup> for the project, i.e. assess the level to which the expectations of the donor have been met;
- 4) Assess the appropriateness of the project's theory of change;
- 5) Assess the efficiency (value for money) of the project's activities;
- 6) Assess the extent to which the implementer and partners integrated gender and conflict sensitivity into the approach and the extent to which these issues were kept up-to-date and relevant throughout the project.
- 7) Assess the extent to which the implementing team was able to identify risks and opportunities and accordingly respond to them throughout the project;
- 8) Assess the overall effectiveness of the project and its contribution to the establishment of ties between economic actors of Armenia and Turkey;
- 9) Identify lessons learned, good practices and possible follow-ups for consideration of the implementer and the donor.

### **3. Methodology**

The evaluation should include a combination of different information collection methods, including: 1) desk research, analysis of the project's reports, publications, media coverage, etc.; 2) interviews<sup>2</sup> with the implementing team, partners, donor, beneficiaries and stakeholders of the project. Possibly, and based on the need, other research tools can be used, e.g. focus groups<sup>3</sup>.

EPF will deliver all the relevant project documents, contact information of project beneficiaries and other relevant stakeholders. If needed, EPF (in Armenia) and/or Turkey-based partners will provide office space that is equipped for focus group discussions and/or interviews.

The evaluation consultant or team of consultants should be based in either Armenia or Turkey. They should be available to join the implementing team for a travel to Turkey (if they are based in Armenia) or to Armenia (if they are based in Turkey) to conduct interviews there.

### **4. Intended Use of the Evaluation**

The evaluation shall provide guidance on future programming that will contribute to the transformation of the Armenia-Turkey relations. EPF and its partners in Turkey will use the evaluation as a guide to continue their peace-building initiatives between Armenia and Turkey.

**Deadline for applications: July 1, 2019 (18:00 Yerevan time, GMT +4)**

**Selection announcement date: July 10, 2019.**

*The selected evaluation consultant or team of consultants should be ready start their work by the end of July 2019, and complete the evaluation process with the submission of a final report*

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<sup>1</sup> This and other internal documents (e.g. the original proposal of the project) will be provided to the selected candidate only.

<sup>2</sup> For in-depth interviews, applicants can consider a group of about 8-10 people in each country.

<sup>3</sup> For focus-groups, applicants can consider a group of about 10 or 15 people in each country.

*(details provided below) on March 15, 2020, the latest. Prior to the start of the evaluation, the selected consultant or team of consultants should develop a timeline of activities and agree it upon with EPF.*

## **5. Budget**

The budget of the evaluation is equal to (gross) GBP 5,000. Proposals exceeding this sum will be declined.

## **6. Deliverables**

The key product expected from this evaluation is a comprehensive analytical report in English covering issues as outlined that should, as a minimum, include the following parts:

- Executive summary;
- Introduction;
- Brief project description;
- Description of the evaluation methodology;
- Analysis of the situation with regard to the outcomes and outputs;
- Analysis of opportunities for future Armenia-Turkey programming;
- Key findings, including good practices and lessons learned;
- Conclusions and recommendations;
- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc.;
- PDF or PPT presentation summarizing the report.

NOTE: The volume of the comprehensive analytical report should be in the range of 15 to 25 pages (without annexes).

## **7. Request for Bids**

EPF seeks bids from individuals or organisations to conduct this evaluation. The location of organizations and citizenship of individuals do not matter.

Applicants should submit a proposal in **English** that includes:

- **Evaluation proposal:** a plan for conducting the evaluation that includes a clear description of the proposed methodology, a timeline of activities, and the names of the evaluation team members and a description of each person's role in the evaluation.
- **Capacity statement:** a description of previous evaluation experience that supports the ability to conduct the proposed evaluation.
- **Examples of previous evaluations:** an electronic copy of a recent assignment.
- Relevant CVs
- **Budget** summary

NOTE: EPF does not have a specific template for the proposal and the budget; there is no limitation on the number of pages.

## 8. Expected Qualifications

The Evaluator may come as an *individual evaluator* or a *group of evaluators* or represent an *organisation*.

The Evaluator shall have the following qualifications:

- Several years of experience in project evaluation, and a clear evidence of conflict related projects;
- A strong record in designing and leading conflict-sensitive evaluations;
- Ability to produce well written analytical reports in English;
- Familiarity with the political, economic and social situation in Armenia, Turkey, and the bigger region;
- Fluency in English;
- Background knowledge of Turkey-Armenia economic and political relations is a plus.

## 9. Selection Criteria

The selection criteria will include the following:

- Degree to which the application adheres to the terms listed above;
- Quality and the feasibility of the proposed methodology and work plan;
- Qualifications of the applicant or a team of applicants, including past experience in evaluation of similar initiatives;
- Ability to adhere to the time constraints of the proposed action plan.

## 10. Application Process

Applicants should submit their applications by **July 1, 2019 (18:00 Yerevan time)** to the following addresses: [vkrapetyan@epfound.am](mailto:vkrapetyan@epfound.am), [atovmasyan@epfound.am](mailto:atovmasyan@epfound.am). Please make sure to indicate *External Evaluation\_Armenia-Turkey Economic Opportunities* in the subject field.

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