

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

Republic of Armenia
Fourth Public Sector Modernization Project
Loan No.9338-AM

Assignment Title: Establishment of Project Management Practice Design and Development of Whole-of-Government M&E System Technical Requirements

Reference No. (as per Procurement Plan): PSMP4-CQS-1.1.3

The Republic of Armenia has received financing from the World Bank toward the cost of the Fourth Public Sector Modernization Project, and intends to apply part of the proceeds for consulting services.

The objective of this consultancy is to support the Government of Armenia in building a whole-of-government strategic performance management system that strengthens evidence-based decision-making, accountability, and delivery of reforms. Specifically, the consultancy seeks to:

1. **Enable transparent and evidence-based policy implementation** by developing the technical foundations for a whole-of-government Monitoring and Evaluation (M&E) system that generates credible performance information for planning, budgeting, and oversight.
2. **Streamline the delivery of government reforms** by proposing a project management practice that establishes clear institutional arrangements, governance structures, and standardized processes for planning, monitoring, and coordination across government.
3. **Ensure sustainability and credibility** of Armenia's performance management approach by designing the M&E system to be modular, scalable, interoperable, and aligned with international best practices (e.g., World Bank, OECD, EU).

More details on the Services are provided in the Terms of Reference attached to in this REOI in APPENDIX A.

Duration of the assignment: about 7 months.

The Office of the Prime Minister of the Republic of Armenia now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. Interested Consultants must provide information demonstrating that they have the required qualifications and relevant experience to perform the above-mentioned Services.

More specifically, the Expression of Interest should provide the following information:

A detailed description of the company's main business and years of activity, including services provided, completed projects (with implementation dates, addresses, contact details, as well as the number of the company's main staff and other data), as well as substantiation of the company's experience with documentary evidence. The documents should be accompanied by a list of relevant tasks, indicating the name of the project, the client, the year and duration of implementation, the role of the consultant, the scope of services provided and the source of financing.

The consulting company must have sufficient resources and institutional capacity to carry out the scope of services. Minimum requirements include:

- At least 7 years of experience working with state institutions or large private sector companies, with a track record of at least 3 successfully completed assignments of similar nature and complexity that are currently in active use.
- Proven expertise in functional reviews, business process analysis and design, and in interpreting regulatory and institutional frameworks.
- Documented experience in projects financed by international development organizations (e.g., World Bank, EU, UN, OECD).

The consulting firm must demonstrate sufficient resources and capacity to effectively deliver the services, including qualified personnel, appropriate technical equipment, and the operational support necessary to perform the tasks.

The Consultant's core staff/experts will not be evaluated at this stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" November 2020 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultant Qualification Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours from **09:00 to 18:00**.

Expressions of interest must be delivered in a written form to the address below (in person or by e-mail) by **November 03, 2025 (18:00 local time)**.

Attn: Mr. Aharon Mkrtchyan
PSMP4 Project Manager
Office of the Prime Minister of RA
Address: Government House 1, Republic Square
(1-st Floor, Room 115, 117)
Country: Republic of Armenia
Telephone: (+374 10) 515931

APPENDIX A

TERMS OF REFERENCE (ToR)

Establishment of Project Management Practice Design and Development of Whole-of-Government M&E System Technical Requirements

Short-term consultancy

TABLE OF CONTENTS

List of Acronyms.....	4
1. Background	5
2. Objective(s) of the Assignment.....	6
3. Scope of Services	6
4. Deliverables and Timeline	7
5. Reporting and Communication	9
6. Required qualifications	9
7. Implementation Arrangements.....	11
8. Duration and Budget	11
9. Intellectual Property, Data Protection and Confidentiality	11

List of Acronyms

Acronym	Definition
DPMO	Deputy Prime Minister's Office
GFMIS	Government Financial Management Information System
GIP	Government Interoperability Platform
GoA	Government of Armenia
HRMIS	Human Resource Management Information System
MDAs	Ministries, Departments, and Agencies
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
PMO	Prime Minister's Office
Q&A	Questions and Answers (during procurement)
RA	Republic of Armenia
RBM	Results-Based Management
SAB	State Administration Body
TOR	Terms of Reference
TR	Technical Requirements
TRD	Technical Requirements Document

1. Background

The Republic of Armenia (RA) is implementing ambitious governance and digital transformation reforms under the Public Administration Reform (PAR) Strategy and the 2021–2026 Government Program. These reforms emphasize an evidence-based, results-oriented model of policy development and implementation; improved quality of public services; enhanced institutional efficiency; a more competitive public service; and a participatory management system. A central element of these reforms is the establishment of a whole-of-government performance management system, which will strengthen evidence-based policy-making, accelerate delivery, and enhance transparency and accountability.

On September 18, 2025, the Government of Armenia (GoA) approved the [decree](#) to establish a whole-of-government strategic management system. The decree and its Concept Note introduce an integrated approach: (a) linked business processes for strategic planning and budgeting; (b) the design and implementation of a whole-of-government M&E system; and (c) capacity enhancement for the PMO and SABs. The reform is grounded in Results-Based Management (RBM), shifting the focus from activities and inputs to measurable outputs, outcomes, and impacts - supported by credible, timely performance information for planning, budgeting, implementation, and accountability. It also envisages to set up project management practices to streamline the delivery of reforms.

The envisioned M&E system will: (i) support setting strategic directions and aligning the Government Program, program-based budgeting (PBB), and sector/thematic strategies; (ii) generate performance information for decision-making; (iii) institutionalize a results-driven management cycle that regularly reviews progress and unblocks bottlenecks; and (iv) strengthen lines of accountability for results across the Center of Government, the MoF, SABs, Parliament, oversight bodies, and citizens. It will be structured around five complementary components: results-based planning, monitoring, evaluation, reporting and accountability, and capacity development - each supported by a technology platform. These procedures and protocols should be supported by project management practices.

To function effectively, the M&E system must ensure technical and operational integration between strategic planning, budgeting, and public investment processes; enable real-time and periodic tracking of physical and financial performance, support indicator quality assurance and validation, and provide dashboards and reports for internal and external stakeholders. Interoperability with existing budget and financial systems is essential, as is a progressive rollout starting at the Center of Government with subsequent sectoral modules.

Institutionally, it envisages clearly defined roles and coordination. Specifically, DPMOs should serve as project management and delivery units; the PMO and MoF should ensure methodological guidance and quality control; SABs should produce and use performance information; Deputy PM-chaired Ministerial Committees will add a performance routine, and the Parliament, audit bodies, and citizens can use performance information for oversight and participation. Capacity development will be ongoing to address the nascent and uneven M&E capabilities across the government.

To operationalize this vision, the Government of Armenia seeks to engage a qualified consulting services to review the current business processes, data flows, assess institutional and technical requirements, define modular, prioritized functional requirements, and prepare a comprehensive Technical Requirements (TR) for the development of the M&E system, for a phased, modular implementation avoiding the risks of a single, monolithic solution, as well as propose the institutional and procedural arrangements for establishing project management and delivery practices with the PMO and DPMOs.

2. Objective(s) of the Assignment

The objective of this consultancy is to support the Government of Armenia in building a whole-of-government strategic performance management system that strengthens evidence-based decision-making, accountability, and delivery of reforms. Specifically, the consultancy seeks to:

1. **Enable transparent and evidence-based policy implementation** by developing the technical foundations for a whole-of-government Monitoring and Evaluation (M&E) system that generates credible performance information for planning, budgeting, and oversight.
2. **Streamline the delivery of government reforms** by proposing a project management practice that establishes clear institutional arrangements, governance structures, and standardized processes for planning, monitoring, and coordination across government.
3. **Ensure sustainability and credibility** of Armenia's performance management approach by designing the M&E system to be modular, scalable, interoperable, and aligned with international best practices (e.g., World Bank, OECD, EU).

3. Scope of Services

The consultancy will be implemented in two main phases:

Phase 1: Business process review and requirements definition (estimated duration: 3.5 months)

- Conduct structured consultations with stakeholders (DPMOs, PMO, MoF, SABs, Statistical Committee, Information Systems Agency of Armenia, Parliament, civil society, among others) to validate institutional needs and expectations.
- Review relevant documentation from the PMO, Ministry of Finance, and other governmental agencies, including strategic plans, program-based budgets, and specifications of existing IT systems (GFMIS, HRMIS, GIP/X-road, among others) to inform the diagnostic assessment and requirements definition.
- Map existing business processes for strategic planning, budgeting, strategy and reform implementation, monitoring, evaluation, and reporting, identifying institutional roles, information flows, and process gaps and overlaps.
- Review comparable international practices in project management and performance-based strategic governance and propose recommendations.
- Incorporate user journeys and pain-point analysis (DPMOs, PMO, MoF, SABs, Parliament, civil society, among others) to ensure the future project management system and platform reflect practical needs.
- Propose functional, institutional, and resource requirements needed to establish a sustainable project management practice within government. This shall include defining the core functions of the practice, outlining the institutional arrangements (such as governance structures, responsibilities, and job descriptions), and identifying the human, financial, and technical resources required to operationalize and sustain it.
- Define institutional, functional, and technical requirements of the M&E system in **modular** form (planning, delivery, monitoring and analytics, evaluation, reporting/dashboarding, data integration, workflow/collaboration, capacity building) in accordance with the World Bank's Technical Requirements of the Standard Procurement Documents (Request for Proposals) and relevant regulations.

- Develop a Target Operating Model (TOM) that encompasses people, processes, data governance, and technology to support the institutionalization of results-based management.

Phase 2: Preparation of the full TR and Bidding Documents for subsequent module-based procurements (estimated duration: 3.5 months)

- Develop a comprehensive Technical Requirements Document (TRD) with functional and non-functional requirements, integration specification and security requirements, service levels, and testing, training, and deployment environments for the M&E TR.
- Prepare the full competitive Bidding Documents in accordance with the World Bank SPDs for Procurement of IS and the World Bank Procurement Regulations. Include all sections: inter alia Bid Data Sheet, Evaluation & Qualification Criteria, Technical Requirements, Price Schedules & Bid Forms, and the draft Contract with terms and conditions.
- Ensure compliance of all outputs with international best practices (e.g., World Bank, OECD, EU), national legislation, and data protection standards.
- Propose a phased implementation roadmap (pilot, progressive scale-up) with dependencies, risks, and mitigation measures.
- Provide targeted advisory support during market sounding, bidder Q&A, evaluation, and contract finalization for the M&E TR.
- Prepare a comprehensive closing deliverable that consolidates all outputs of the consultancy, including the Final Report summarizing findings, methodologies applied, stakeholder consultations, key recommendations, and lessons learned, and a Handover Package containing the Technical Requirements Document (TRD), Bidding Documents, implementation roadmap, playbooks, advisory notes, and a documentation register.

The consultant will apply a participatory, evidence-based methodology including stakeholder consultations, international benchmarking, user journey mapping, diagnostic reviews, and iterative validation with the Client.

4. Deliverables and Timeline

Phase	Deliverable	Description	Deadline
Phase 1: Business Process Review and Requirements Definition	1. Inception Report and Project Management Plan	A consolidated inception package establishing the management framework for the consultancy. It will include: methodology and approach, stakeholder engagement plan, detailed workplan and timeline, governance and coordination arrangements, risk register with mitigation measures, quality assurance plan, and reporting/communication schedule. The report will be validated with the DPMO and serve as the baseline for implementation.	Two weeks after contract signing
	2. Business Process Mapping and Diagnostic Report	Analysis of current business processes, institutional roles, information flows, and process gaps, documented through BPMN process maps and validated through stakeholder consultations.	Five weeks after submitting the first deliverable

	3. Proposal for Establishing the Project Management Practice	Description of the functional, institutional, and resource requirements needed to establish a sustainable project management practice within government. This shall include defining the core functions of the practice, outlining the institutional arrangements (such as governance structures, responsibilities, and job descriptions), and identifying the human, financial, and technical resources required to operationalize and sustain it.	Seven weeks after submitting the second deliverable
	4. Functional and Technical Requirements Pack for M&E system	Modular requirements (planning, monitoring and analytics, evaluation, reporting/dashboarding, data integration, workflow, capacity building), including functional and non-functional specifications, user journeys, and Target Operating Model (TOM).	Eight weeks after submitting the second deliverable
Phase 2: M&E TR and Bidding Documents	5. Draft Modular Technical Requirements Document (TRD) for M&E system	Full draft TRD covering system specifications (functional, non-functional, integration, security, service-levels, testing/training/deployment environments). Accompanied by an outline of the draft bidding documents (inter alia Bid Data Sheet, Evaluation and Qualification Criteria, Technical Requirements, Price Schedules and Bid Forms, and the draft Contract with terms and conditions) for preliminary review and feedback.	Three weeks after submitting the fourth deliverable
	6. Final TR and Bidding documents for M&E system	Finalized TRD and complete bidding documents, incorporating stakeholder feedback, including phased implementation roadmap and vendor-neutral solution options, ready for launch of the bidding process.	Three weeks after submitting the fifth deliverable
	7. Advisory Support Notes	Targeted advisory outputs documenting support provided during market sounding, bidder Q&A, bid evaluation, and contract finalization. Short notes to ensure transparency and traceability.	Eight weeks after submitting the sixth deliverable
	8. Handover package	A comprehensive closing deliverable compiling all outputs of the consultancy. Includes: (i) a Final Report summarizing findings, methodologies, consultations, key recommendations, and lessons learned; and (ii) a complete Handover Package containing the TRD, Bidding Documents, roadmap, playbooks, advisory notes, and a documentation register to ensure continuity and institutional memory.	Nine weeks after submitting the sixth deliverable

Note: The consultant shall propose calendar dates in the Inception Report. Any adjustment to the above schedule must be agreed in writing with the DPMO.

Deliverables must be provided in English (Word/PDF). A parallel Armenian version is encouraged for all deliverables, but mandatory for Deliverable 3.

5. Reporting and Communication

- The Client is the Office of the Deputy Prime Minister Mher Grigoryan. The consultant should provide all reports to the Client.
- The DPMO will provide technical oversight and inputs as required.
- Deliverables require formal approval by the DPMO.
- Monthly progress reports summarizing activities, results, issues are required.
- Drafts will be shared for feedback prior to final submission.

6. Required qualifications

The consulting company must have sufficient resources and institutional capacity to carry out the scope of services. Minimum requirements include:

- At least 7 years of experience working with state institutions or large private sector companies, with a track record of at least 3 successfully completed assignments of similar nature and complexity that are currently in active use.
- Proven expertise in functional reviews, business process analysis and design, and in interpreting regulatory and institutional frameworks.
- Documented experience in projects financed by international development organizations (e.g., World Bank, EU, UN, OECD).

Following expertise is expected to be an indicative team composition, though the consulting company has the flexibility to propose the best team that can deliver high quality products with maximum cost efficiencies.

At a minimum, the Consultant's team should include the following key experts with the specified minimum qualifications:

Name	Qualification required
Team Lead	• Master's degree or above in Economics, Management, Public Administration, or a related field. • Minimum 10 years of professional experience in managing large-scale ICT or digital transformation projects. • Proven experience in projects involving monitoring and evaluation systems, results-based management (RBM), or government performance platforms. • Strong project management skills, with PMP or PRINCE2 certification preferred. • Language requirements: Proficiency in Armenian (preferred) and English (required).
Senior Project Management Expert	• Master's degree or above in Economics, Management, Law, Public Administration, or a related field. • At least 10 years of professional experience in project/program management, specifically, in large-scale institutional and organizational reforms. • Demonstrated experience in establishing project management frameworks or institutional project management practices.

	● Professional certifications such as PMP, PRINCE2, or equivalent are highly desirable. ● Strong knowledge of change management, project governance, institutional design, and process optimization. ● Excellent communication and report-writing skills in English; knowledge of Armenian is an asset.
Senior Business analyst	● Master's degree or above in Economics, ICT, Management, or a related field. ● Minimum 7 years of experience in business process analysis and requirements gathering. ● Experience in developing functional specifications and use cases for government ICT systems. ● Familiarity with BPMN 2.0, UML and RBM concepts. ● Experience working with public sector clients and preparing requirements documentation.
Business Intelligence (BI) Architect	● Bachelor's degree or higher in Computer Science, Data Science, Information Systems, or a related field. ● Minimum 7 years of professional experience in data architecture, business intelligence, or analytics solutions. ● Proven expertise in designing and implementing Data Warehouses, Data Lakes, and Lakehouse architectures. ● Hands-on experience with ETL/ELT pipelines, data modelling, and reporting/visualization tools (e.g., Power BI, Tableau). ● Strong understanding of metadata management, data governance, and data quality frameworks. ● Experience in public-sector or donor-funded projects is an advantage.
Public-Sector Digital Expert	● Master's degree in Public Administration, ICT, Economics, or a related field (Bachelor's degree with equivalent experience may be accepted). ● Minimum 7 years of experience in digital government reforms or large-scale ICT modernization projects in the public sector. ● Proven knowledge of international best practices (e.g., OECD, WB, EU) in monitoring, evaluation, and public sector performance management. ● Demonstrated experience working with ministries, departments, and agencies (MDAs) on institutional strengthening and ICT-enabled service delivery.
Solution Architect	● Master's degree or higher in Computer Science, Engineering, or a related field. ● Minimum 8 years of experience in system and solution architecture and design. ● Proven experience with modular, interoperable ICT platforms and government enterprise systems. ● Knowledge of integration frameworks (e.g., GIP/X-Road) and

	interoperability standards. • Ability to ensure scalability, security, and sustainability of platforms. • Expertise in enterprise Architecture frameworks (TOGAF/Zachman)
Information security specialist	• Master's degree or higher in Information Security, Computer Science, or a related field. • Minimum 10 years of experience in ICT security. Proven expertise in ISO 27001 and/or NIST standards, RBAC, audit logging, disaster recovery and business continuity planning, and privacy impact assessments. • Relevant professional certifications (e.g., ISO 27001 Lead Implementer/Lead Auditor, CISSP, CISM, or equivalent) are preferable.

7. Implementation Arrangements

The Client of the assignment will be the Office of the Deputy Prime Minister Mher Grigoryan. The PMO and MoF will provide technical inputs. The Consultant will work closely with designated focal points and ensure coordination with all stakeholders. The government will facilitate access to data, documents, and stakeholders. The Office of the Prime-Minister will be responsible for processing payments for implemented services. The payments shall be made based on the Act of Acceptance issued by the Authorized Representative of the DPMO.

8. Duration and Budget

The consultancy is expected to run for approximately 7 months. Payments will be made in two instalments: 50% upon completion of Phase 1 and the remaining 50% upon completion of Phase 2. Final payment will be made only upon formal approval and acceptance of deliverables by the Client, as per Chapter 5.

9. Intellectual Property, Data Protection and Confidentiality

a) Intellectual Property and Data Protection

All deliverables, reports, models, and tools produced under this assignment shall become the sole property of the Client. Any third-party intellectual property used in the assignment must be clearly disclosed, with details of the applicable license terms. Where open-source components are referenced, the Consultant shall provide a list of such components, along with their licenses and any applicable obligations. The Consultant shall ensure full compliance with applicable data protection, privacy, and information security laws and policies throughout the assignment.

b) Confidentiality and Conflict of Interest

The Consultant undertakes to maintain strict confidentiality regarding all information obtained in the course of the assignment that is not already in the public domain. Such information shall not be disclosed to third parties without the prior written consent of the Client. The confidentiality obligations shall remain in force after the completion or termination of the contract. The Consultant shall not engage in any assignment or activity that could give rise to a conflict of interest with this consultancy.