



PUBLIC NOTICE

Announcement of Tender

The text of this Announcement has been approved by the Tender Committee of the Central Bank of Armenia Protocol No. 5 dated 20 February, 2026.

The Central Bank of Armenia announces a Tender, the terms of which are presented in the attached Invitation.

Issued on:	24.02.2026
Procuring entity:	Central Bank of Armenia 6 Vazgen Sargsyan St., Yerevan, 0010, Armenia
Procedure Reference Number:	CBA-2026-006
Purpose of Procedure:	<u>PROVISION OF SERVICES FOR THE DEVELOPMENT AND DELIVERY OF A POLICY DESIGN AND EVALUATION WORKSHOP FOR THE CENTRAL BANK AND PUBLIC SECTOR PROFESSIONALS</u>
Publication place:	<u>https://www.cba.am/en/SitePages/tenders.aspx</u>
Deadline for Submission of Proposals:	Thursday, the 26th of March, 2026, not later than 3:30 p.m. (GMT+4)
Submission method:	In electronic form, by sending an e-mail to the following address: <u>CBA-2026-006@cba.am</u>
Deadline for Requests for Clarifications of the Invitation:	Saturday, the 21th of March, 2026, not later than 4:00 p.m. (GMT+4)
Date of Opening of Proposals:	Thursday, the 26th of March, 2026, 4:00 p.m. (GMT+4)
Notification of Award:	Thursday, the 2nd of April, 2026, 4:00 p.m. (GMT+4)
Tender Organized By:	Central Bank of Armenia, Procurement Coordination Service
Communication method:	In written form only: E-mail: <u>procurement@cba.am</u>

The Bidder selected through this procedure will be awarded a contract for the provision of services for the development and delivery of a policy design and evaluation workshop for Central Bank and Public Sector Professionals.



Central Bank of the Republic of Armenia

INVITATION TO A PUBLIC TENDER

**FOR PROVISION OF SERVICES FOR THE DEVELOPMENT AND DELIVERY OF
A POLICY DESIGN AND EVALUATION WORKSHOP FOR THE CENTRAL BANK
AND PUBLIC SECTOR PROFESSIONALS**

CENTRAL BANK OF ARMENIA

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TABLE OF CONTENTS

1.	DESCRIPTION OF SUBJECT OF PROCUREMENT.....	1
2.	BIDDER PARTICIPATION REQUIREMENTS AND QUALIFICATION CRITERIA.....	1
3.	PROPOSAL SUBMISSION PROCEDURE.....	3
4.	PRICE PROPOSAL.....	6
5.	CLARIFICATION OF INVITATION AND PROCEDURE FOR MAKING CHANGES TO THE INVITATION.....	7
6.	OPENING, EVALUATION OF PROPOSALS AND NOTIFICATION OF AWARD.....	8
7.	BID SECURITY	12
8.	CONTRACT PERFORMANCE AND ADVANCE PAYMENT SECURITIES	13
9.	EXECUTION OF THE CONTRACT.....	15
10.	DECLARING THE PROCEDURE INVALID.....	16
11.	BIDDERS' APPEAL RIGHTS.....	16
	Appendix 1.....	17
	Appendix 2	25
	Appendix 2.1.....	28
	Appendix 3.....	33
	Appendix 3.1.....	34
	Appendix 4	35
	Appendix 5	36
	Appendix 6.....	37



This invitation is issued in addition to the Notice of Tender (hereinafter also referred to as the “procedure”) conducted under reference number CBA-2026-006.

This invitation has been prepared in accordance with the legislation of the Republic of Armenia, and other relevant legal acts of the Central Bank of the Republic of Armenia.

All persons, including foreign individuals or organizations and stateless persons, are eligible to submit Proposals.

The Procuring Entity reserves the right to disregard in the contract any condition (or other information/data) in the proposal that is not expressly stipulated in this Invitation.

All matters related to this procedure shall be governed by the laws of the Republic of Armenia. Any disputes in relation to this procedure shall be examined and resolved by the courts of the Republic of Armenia.

The e-mail address of the Secretary of the Tender Committee is:
siran.yeganyan@cba.am.



1. DESCRIPTION OF SUBJECT OF PROCUREMENT

1.1. The subject of this procurement is the *“Provision of services for the development and delivery of a policy design and evaluation Workshop for Central Bank and Public Sector Professionals”* (hereinafter also referred to as the “Service”) for the needs of the Central Bank of the Republic of Armenia (hereinafter also referred to as the “Bank” or the “Purchaser”).

1.2. In accordance with this procedure, the purchase shall be carried out in a total of 1 (one) Lot.

1.3. The Terms of Reference (ToR) for services, attached as per Appendix 1. All requirements in the ToR must be fully addressed in the Bidder’s proposal. These requirements shall be included in and shall govern the execution of the Contract.

2. BIDDER PARTICIPATION REQUIREMENTS AND QUALIFICATION CRITERIA

2.1. The following persons may not be eligible to participate in this procedure:

- 1) persons who have been declared bankrupt by a court as of the date of submission of the proposal;
- 2) persons who, or whose executive body representative, have been convicted within the 5 (five) years preceding the date of submission of the proposal, of financing terrorism, crimes involving child exploitation or human trafficking, creating or participating in a criminal partnership, receiving, giving or brokering bribes, or crimes against economic activity as defined by law, except where the conviction has been removed or extinguished in accordance with the law;
- 3) persons in respect of whom an administrative act establishing liability for anti-competitive agreements, abuse of dominant position, or unfair competition in the field of procurement became final within the 3 (three) years preceding the date of submission of the proposal, or was upheld unchanged in the event of an appeal;
- 4) persons who, as of the date of submission of the proposal, are included in the list of bidders prohibited from participating in procurement processes, published in accordance with the procurement legislation of the member states of the Eurasian Economic Union. The condition does not apply to procurement processes financed under international agreements;



- 5) persons who, as of the date of submission of the proposal, are included in the list of bidders prohibited from participating in the procurement process;

If a bidder is included in a list referred to in sub-clauses 4 and 5 of this clause after the date of submission of the proposal, the proposal shall not be subject to rejection.

A bidder may be included in the aforementioned list if the bidder:

- violated a contractual obligation or an obligation assumed within the framework of a procurement process, resulting in unilateral termination of the contract by the Purchaser, termination of the bidder's right to further participation in the procurement process, or failure to pay the prepayment, contract performance security amount within the period specified in the invitation and/or contract;
- refused to execute a contract as a selected bidder or was deprived of the right to execute the contract.

2.2. To assess a bidder's eligibility to participate, together with the proposal, a written statement must be provided approved by the bidder in accordance with clause 2.1 of Part 2 of this invitation. No other documents or justifications may be required from the bidder, including from the selected bidder, for the assessment of eligibility. The authenticity of the bidder's statement shall be evaluated by the Tender Committee (hereinafter referred to as the "Committee") under the conditions set forth in this invitation.

2.3. Inclusion of a bidder in the list referred to in sub-clause 5 of clause 2.1 of Part 2 of this invitation automatically results in the restriction of the right of affiliated persons to participate in the procurement process for the duration of the bidder's inclusion in the list.

2.4. Simultaneous participation in this procedure of affiliated persons as defined in this clause, and/or organizations founded by the same person(s) or with more than 50 % (fifty percent) ownership by the same person(s), is prohibited, except in cases of participation by state or municipalities-founded organization and/or through a joint venture (JV) or consortium.

2.5. A bidder who declared the selected bidder shall provide a contract performance security in the manner and amount specified in this Invitation.

2.6. Bidders can participate in this procedure as joint ventures (consortium). In such cases:

- 1) the proposal shall include a joint venture agreement;
- 2) the joint venture shall nominate an Authorized representative who shall have the authority to conduct all business for and on behalf of any and all the members of the



JV during the bidding process and, in the event the JV is awarded the Contract, during contract execution.

- 3) the Proposal shall be signed by an authorized representative of the JV on behalf of the JV, and so as to be legally binding on all the members as evidenced by a Power of Attorney signed by their legally authorized representatives.
- 4) during evaluation, the combined qualifications of all members to the joint venture shall be taken into account.
- 5) participants shall bear joint and several liability. If a consortium member withdraws, the contract concluded by the Purchaser with the consortium shall be unilaterally terminated, and the liability measures stipulated in the contract shall apply to the consortium members.
- 6) any party to the joint venture agreement may not submit a separate Proposal for the same procedure. Failure to comply with this requirement will result in the rejection of both joint venture Proposal and the separately submitted Proposal(s) at the Proposal opening session.

2.7. The bidder must demonstrate adequate experience, technical capability, and resources to fully perform the contractual obligations. The eligibility and qualification criteria are defined in Terms of Reference as per Appendix 1 to this Invitation.

3. PROPOSAL SUBMISSION PROCEDURE

3.1. To participate in this procedure, a bidder must submit a proposal to the Committee. A proposal is an offer submitted by the bidder based on this Invitation.

3.2. Bidders may not submit more than one proposal for the same procedure, except when submitting amendments to the proposal provided for in clauses 3.9 and 5.7 of this Invitation.

3.3. Proposals must be submitted to the Committee no later than the proposals submission deadline specified in the Notice of this procedure.

3.4. Proposals must be submitted electronically to CBA-2026-006@cba.am.

The documents must be submitted either in signed printed (scanned) format or in PDF format with electronic digital signatures.

3.5. Proposals for this procedure may be submitted in Armenian or English.

3.6. When submitting a proposal electronically, the following rules must be followed:



- The Reference Number “CBA-2026-006” must be included in the “Subject-line” of the e-mail.
- The proposal must be attached in **PDF format** only as one complete document, maintaining the order of documents specified in clause 3.10 of this Invitation.
- The attachments **must not** be submitted as a **Google Drive link**, **.rar file**, or in any similar link format.
- The total size of the email, including attachments, **must not exceed 25MB**. Bidders are responsible for ensuring that their electronic submissions comply with this limitation.
- If the files exceed the file size limit, the submission may be split into multiple emails, each clearly labeled (e.g., 'Part 1 of 3,' 'Part 2 of 3,' etc.).
- All attachments must be scanned for viruses prior to submission.
- The body of the email must contain plain text only and must not include any links.

Failures to comply with these rules may result in the Proposal being blocked by the Purchaser’s virus protection system and not delivered. The Purchaser bears no responsibility in such cases.

Non-adherence may lead to the Proposal being deemed non-compliant and ineligible for evaluation.

It is strongly recommended that bidders submit their proposals at least 1-2 hours before the deadline to ensure timely delivery and to avoid potential technical issues.

An automatic reply e-mail will be sent to the bidder as confirmation of receipt of the proposal.

3.7. The Purchaser shall not be responsible for the receipt of emailed Proposals submitted after the deadline.

3.8. Proposals that do not comply with the requirements of Part 3 of this Invitation shall be rejected by the Committee at the Proposal opening session.

3.9. Bidders may amend or withdraw their Proposals before the Proposal submission deadline.

- In the event of an amendment, the revised Proposal must be sent to the email address specified in clause 3.4, following the procedure set out in this Part, with the subject line containing the phrase “Amendment to Proposal”.



- To withdraw a Proposal, a notice of cancellation must be sent to procurement@cba.am.

3.10. The bidder must submit the minimum set of following documents:

- 1) **Application-statement** approved by the bidder in accordance with Appendix 2 attached to this Invitation, which includes:
 - a) a certification of compliance of the bidder and related persons with the participation requirements established by this Invitation,
 - b) a statement confirming the absence of unfair competition, abuse of a dominant position, and anti-competitive agreements within the scope of this procedure,
 - c) a statement confirming the absence of separate participation in the procedure by any persons affiliated with the bidder and/or organizations founded by or with more than 50% (fifty percent) ownership by the bidder,
 - d) a declaration of actual beneficiaries, in accordance with Appendix 2.1 to this Invitation (not required if the bidder is an individual entrepreneur or natural person).
- 2) A document confirming the **bid security** for participation in the tender,
- 3) **The financial proposal:** Detailed fee structure, including personnel costs (researchers, teaching assistants), course development expenses, travel costs and operational expenses (e.g., overhead, if applicable) in accordance with Appendix 3 to this Invitation,
- 4) **The technical proposal:** A detailed description of your proposed approach to developing and delivering a Policy Design and Evaluation Course for Central Bank and Public Sector Professionals, including methodologies, tools, techniques, a detailed curriculum with session descriptions, a timeline for course development and delivery, key milestones and deliverables, in accordance with Appendix 4 to this Invitation,
- 5) **Company Portfolio:** Brief introduction to your firm, highlighting relevant experience and expertise in developing and delivering practical training courses for policymakers. Proof of experience in developing and delivering practical training courses for policymakers within 3 (three) years in accordance with Appendix 5 attached to this Invitation.
- 6) **Competency of the Team/Team qualifications:** Portfolios and resumes (CVs) of the instructors that would be assigned to the project highlighting their expertise in policy design and evaluation, supported by examples of past projects and/or publications.



Educational qualifications should be submitted in accordance with Appendix 6 attached to this Invitation.

4. PRICE PROPOSAL

4.1. The proposed price, shall include, in addition to the cost of the Services, all expenses related to transportation, insurance, duties, taxes, and other charges, and may not be lower than their actual cost.

4.2. The bidder must submit the price proposal as a calculation consisting of the price (the sum of all costs) and the value-added tax ((VAT), applicable for resident bidders). If the bidder has to pay VAT to the state budget of the Republic of Armenia for the given transaction, the amount of VAT should be indicated separately.

4.3. The bidder must attach to the price proposal a detailed breakdown of the price of each Service included in a given component.

4.4. The comparison of bidders' price proposals (Appendix 3) will be carried out excluding the amount of VAT mentioned in this clause.

The evaluation of the bidder's price proposal shall distinguish between material and non-material deviations. A proposal shall not be rejected on the basis of a non-material deviation. Non-material deviations include, but are not limited to, the following cases:

- a. the "Price" and "VAT" columns of the price proposal are completed using numbers only, while the "Total Price" column is completed using both words and numbers or only words;
- b. a discrepancy exists between the amounts stated in words or numerals in the "Price" and "VAT" columns, but the sum of any of the amounts indicated in either the words or numerals corresponds to the amount indicated in words in the "Total Price" column;
- c. the Lot number is indicated incorrectly in the price proposal but the name of the purchase item is correctly filled in;
- d. fractional monetary units in the "Price", "VAT", and "Total Price" columns are rounded down to the nearest whole number when below five-tenths and rounded up when at or above five-tenths;



e. The “Price” and “VAT” columns contain matching amounts in words and numerals, while the “Total Price” column contains extra words resulting in a non-existent or incorrect number – in this case, the Committee will base its assessment on the sum of the amounts written in words in the “Price” and “VAT” columns.

f. fractional monetary units of amounts written in words are indicated with numbers.

4.5. The proposal shall be rejected if it contains a material deviation, that alters or impacts the bidder’s actual offered price, creates ambiguity in determining the price, or may influence the competitive ranking of bids.

4.6. The price proposal document as per Appendix 3 is not subject to correction.

4.7. The financial proposal for non-resident participants of the Republic of Armenia shall be expressed in United States Dollar or Euro. In such case, for Proposal evaluation and comparison purposes all prices expressed in foreign currency will be converted into Armenian Dram (AMD). The conversion shall be conducted by the Purchaser, with the exchange rate announced at its official website “www.cba.am” by the Purchaser on the date of opening of Proposals. Moreover, a contract will be executed in the same currency as submitted in the proposal.

4.8. In the event that the contract is concluded with a non-resident of the Republic of Armenia, profit tax shall apply, calculated at a rate of twenty percent (20%) of the contract price and shall be paid by the Purchaser. The applicable tax rate may be subject to change in the presence of a Double Taxation Avoidance Agreement between the countries of the Purchaser and the Bidder. In such cases, the selected Bidder must submit a Certificate of Tax Residency issued by the tax authority of their country within ten (10) calendar days from the date of signing the contract.

4.9. If the bidder is subject to profit tax, the comparison of price proposals shall be carried out based on the total value including the profit tax.

5. CLARIFICATION OF INVITATION AND PROCEDURE FOR MAKING CHANGES TO THE INVITATION

5.1. Bidders may request clarifications from the Committee in writing, no later than the deadline specified for Clarification Requests under this Invitation by sending a request to procurement@cba.am.

5.2. Clarifications shall be provided to bidders who have submitted a written request within 2 (two) calendar days following the date of receipt of the request.



- 5.3. On the day the clarification is provided, the content of the request and the clarification shall also be published on the official website “www.cba.am” under the “Tenders” section, without disclosing the identity of the bidder who submitted the request.
- 5.4. Clarification shall not be provided if the request was submitted after the deadline specified in this section, if the request falls outside the scope of the Invitation, or if responding to the request would involve the risk of disclosing state secrets.
- 5.5. Clarification shall not be provided if the inquiry concerns the correspondence between the technical specifications proposed by the bidder and those stipulated in this Invitation.
- 5.6. Changes to the Invitation can be made up to 5 (five) calendar days before the proposal submission deadline. Within 3 (three) calendar days of such changes, an announcement detailing the modifications and their terms will be published on the official website “www.cba.am”, under the “Tenders” section. In the event of changes to the Invitation, the proposal submission deadline shall be adjusted and recalculated, as appropriate, based on the date of issuance of the change notice and the nature of the modification.
- 5.7. If changes are made to the Invitation, bidders have the right to amend their proposals in accordance with the procedure set forth in this Invitation. The Purchaser shall not be liable for any losses incurred by bidders as a result of changes to the terms of the Invitation.

6. OPENING, EVALUATION OF PROPOSALS AND NOTIFICATION OF AWARD

- 6.1. The Committee’s proposal opening session shall be convened at the Central Bank of the Republic of Armenia, 6 Vazgen Sargsyan St., Yerevan, on the date and time specified in the Announcement.
- 6.2. At the proposal opening session, the Committee shall evaluate:
- compliance with the procedure established by this Invitation for the electronic preparation and submission of proposals,
 - the presence of the required documents in each proposal and their compliance with the requisites stipulated in the Invitation.
- 6.3. The Secretary of the Committee shall announce the price proposals of the bidders, expressed in a single number, based on the amount written in words.
- 6.4. The session for reviewing the results of the proposal evaluation shall be convened at the Central Bank of the Republic of Armenia, 6 Vazgen Sargsyan St., Yerevan, on the date and time specified in the Notice.



6.5. The Committee may change the date and time of the notification of award by notifying the bidders.

6.6. Proposals shall be evaluated in accordance with this Invitation.

6.7. Proposals that meet the conditions set forth in this Invitation shall be deemed satisfactory; otherwise, they shall be deemed unsatisfactory and rejected. The Committee rejects proposals for which a price proposal is missing or presented inconsistently with the Invitation.

6.8. Proposals will be evaluated based on **non-financial** and **financial** criteria. The non-financial evaluation includes the bidder's **qualification criteria** and the **technical proposal**, which together carry a total weight of **70%**. The **financial proposal** carries a weight of **30%**. The contract shall be awarded to the bidder achieving the **highest combined total score** from both the non-financial and financial evaluations.

6.9. After the evaluation of the technical proposal and qualification criteria, candidates who have obtained a minimum of 70 points out of max 100 points will be considered for the financial proposal evaluation.

The table below shows the breakdown of technical and qualification criteria. The Total Technical Score assigned to each Proposal in the Evaluation will be determined by adding and weighting the scores assigned by the Tender Committee to technical features of the Proposal in accordance with the criteria set forth below.

Evaluation of technical and qualification criteria – Summary of Evaluation Focus	Weight (%)	Maximum Score
Technical Proposal Evaluation	70	
Appropriateness of suggested technical proposal and timeliness		50
A detailed description of proposed approach to developing and delivering a Policy Design and Evaluation Workshop for Central Bank and Public Sector Professionals, including methodologies, tools, techniques as per the TOR.		30
Quality, comprehensiveness, and practical focus of the proposed detailed curriculum with session descriptions, a timeline for Workshop development and delivery, key milestones, and deliverables, as per the TOR.		20
Past experience of the company		10
Proof of experience in developing and delivering practical training courses for policymakers within 3 (three) years		8



• Provided at least one reference letter within the past 3 (three) years		2
Competency of the Team/Team qualifications		40
Professional experience (Portfolio), Expertise in policy design and evaluation, supported by examples of past projects and/or publications.		40
Total Technical Score		100

6.10. In this methodology, the Financial Criteria weight is 30%. Accordingly, the maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. The formula is as follows:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = lowest priced price

z = price of the proposal being evaluated.

6.11. The evaluation and comparison of the price proposals shall be conducted excluding the amount of tax (VAT) specified in Article 4.2 of this Invitation.

6.12. The Committee shall determine and announce which bidders have been selected and which have not, from among those whose proposals were deemed to meet the requirements of the Invitation. In the event of equal combined scores:

- simultaneous negotiations shall be conducted with the concerned bidders to achieve a price reduction and determine the selected bidder,
- the Secretary of the Committee shall simultaneously and electronically notify the concerned bidders of the terms, duration, day, time, and place of the negotiations,
- based on the prices offered during the negotiations, the selected and non-selected bidders shall be determined and announced. If the combined scores remain equal after negotiations, the preference shall be given to the proposal with lower price.

6.13. If the prices proposed by bidders meeting the requirements of the Invitation exceed the estimated/budgeted cost, the Committee may either declare the procurement procedure invalid or declare the bidder who submitted the lowest price proposal the selected bidder, provided that the rights and obligations of the parties under the contract come into effect only if additional financial resources are allocated and an agreement on that basis.



6.14. If the evaluation of a proposal reveals inconsistencies with the requirements of the Invitation, the Secretary of the Committee shall notify the bidder electronically and offer the opportunity to correct the discrepancy.

6.15. If the bidder corrects the discrepancy within one day, the proposal shall be considered satisfactory. Otherwise, the proposal shall be deemed insufficient and rejected.

6.16. A Committee member or Secretary shall not participate in the Committee's work if it is revealed that an organization founded by that member or Secretary, or in which they have a share, or a person related to them by close kinship or in-law relationship (parent, spouse, child, sibling, grandparent, or grandchild, as well as spouse's parent, child, sibling, grandparent, or grandchild) or an organization founded or owned by that person, has submitted a proposal. In such as case, the Committee member or Secretary shall immediately withdraw from the procedure.

6.17. After the proposals are opened and finalized, a protocol shall be drawn up according to the established procedure and signed by the Committee present at the session.

6.18. Bidders may request copies of the Committee meeting minutes, which will be provided within 1 (one) working day. Bidders or their representatives may attend the proposal opening and award notification sessions by emailing the Procurement Coordination Service at procurement@cba.am at least 1 (one) day in advance, including their name, surname, and organization. Bidders must present an identity document, and representatives must provide a valid power of attorney. Copies of the commission's meeting minutes can be requested and will be provided within one working day.

6.19. If the selected bidder refuses to sign the contract or becomes ineligible to execute it, the next ranked bidder shall be recognized as the selected bidder by decision of the Committee.

6.20. The Committee may verify the authenticity of the information submitted by the bidder through official sources or by obtaining a written opinion from the relevant authorities. In such cases, the relevant state and local self-government bodies shall provide a written conclusion within 2 (two) working days following the receipt of the request. If the submitted information is found to be untrue, the bidder's proposal shall be rejected.

6.21. Before contract execution, the Purchaser shall notify all bidders of the decision regarding contract award no later than the 1 (one) working day following the adoption of the decision on the selected bidder. The decision shall include summary information on the evaluation of proposals, the justification for selecting the winning bidder, and a statement on the inactivity period.



7. BID SECURITY

7.1. The Bidder shall, together with the Proposal, provide a bid security. The amount of the bid security shall be 2 (two) percent of the price proposed in the proposal.

7.2. The bid security shall be provided in the form of:

- Cash or;
- a bank guarantee, valid for at least 90 working days starting from the Deadline for Submission of Proposals.

The bid security provided in cash shall be transferred to the Purchaser's accounts specified below (indicating the purpose: “**Bid Security – [procedure code]**”):

For AMD: N 103001702119

For USD: Beneficiary's Bank: JPMorgan Chase Bank, NY
SWIFT code: CHASUS33
Beneficiary: Acc. No:001-1-010782
Central Bank of the Republic of Armenia
SWIFT (BIC) code: CBRAAM22

For EUR: Beneficiary's Bank: Commerzbank, Frankfurt, Germany
SWIFT BIC: COBADEFF
Beneficiary: Acc. No: 400886424101
Central Bank of the Republic of Armenia
SWIFT (BIC) code: CBRA AM 22

7.3. The bid security, in the form of a bank guarantee, should be provided by the Issuing Bank through an authenticated SWIFT message not later than upon agreed deadline to the Advising Bank. The Guarantee should be submitted in paper form upon request. In addition, a scanned copy of the original guarantee may also be provided.

7.4. The bid security shall be returned within 5 (five) working days after the contract is signed. If the procurement procedure is declared unsuccessful, the bid security shall be returned within 5 (five) working days after the expiration of the inactivity period.

In the case of a Bank guarantee, the Purchaser shall release the guarantee through an authenticated SWIFT message within the timeframes specified in this clause regarding the return of the bid security.



7.5. The bidder shall pay the bid security (i.e. it shall not be returned) if the bidder:

- 1) is selected as the winning bidder but refuses or is deprived of the right to execute the contract;
- 2) violates an obligation undertaken within the framework of the procurement process, resulting in the termination of the bidder's further participation in the process.

In case of Bank Guarantee, the Purchaser shall submit the demand for payment to the Issuing Bank by authenticated SWIFT message within 5 (five) working days following the date on which the basis for the payment of the guarantee arises, but not later than the maturity date of the guarantee.

7.6. Banks use third correspondent banks for sending an authenticated SWIFT message if they haven't RMA Exchange with each other in place. All associated costs related to the issuance, transmission, and confirmation of the guarantee, including any intermediary bank fees, shall be borne by the bidder.

8. CONTRACT PERFORMANCE AND ADVANCE PAYMENT SECURITIES

8.1 Based on the requirement to provide contract performance security, within **20 (twenty) working days** from the date of receipt of the relevant notification in the case of bank guarantee and **5 (five) working days** in the form of cash, the selected bidder shall provide contract performance security.

8.2 The amount of contract performance security shall be **10 (ten) percent** of price of the contract to be executed. The final terms of the security shall be discussed and agreed with the selected bidder. The contract performance security shall be provided in the form of cash or a bank guarantee. The guarantee must be valid at least until the 90th working day following the date of the final acceptance act.

- In the case of a bank guarantee, the contract security shall be submitted in a format approved by the Purchaser prior to contract signature. The contract security, in the form of a bank guarantee, should be provided by the Issuing Bank through an authenticated SWIFT message not later than upon agreed deadline to the Purchaser. The Guarantee should be submitted in paper form upon request. In addition, a scanned copy of the original guarantee may also be provided. Banks use third correspondent banks for sending an authenticated SWIFT message if they haven't RMA Exchange with each other in place. All associated costs related to the issuance, transmission, and



confirmation of the guarantee, including any intermediary bank fees, shall be borne by the bidder.

- Contract performance security provided in cash shall be transferred to the Central Bank's bank account (the procedure reference number must be indicated in the "Purpose" field):

For AMD: N 103001702119

For USD: Beneficiary's Bank: JPMorgan Chase Bank, NY

SWIFT code: CHASUS33

Beneficiary: Acc. No: 001-1-010782

Central Bank of the Republic of Armenia

SWIFT (BIC) code: CBRAAM22

For EUR: Beneficiary's Bank: Commerzbank, Frankfurt, Germany

SWIFT BIC: COBADEFF

Beneficiary: Acc. No: 400886424101

Central Bank of the Republic of Armenia

SWIFT (BIC) code: CBRA AM 22

8.3 A contract shall be signed with the selected bidder if the latter provides the required contract performance security.

8.4 In case of Bank Guarantee, the Purchaser shall submit the demand for payment to the Issuing Bank by authenticated SWIFT message within 5 (five) working days following the date on which the basis for the payment of the guarantee arises, but no later than the maturity date of the guarantee. If the bank rejects the request due to incomplete documentation, the Purchaser shall submit a new request within 2 (two) working days of receiving the rejection.

8.5 The Purchaser shall return the contract performance security as follows:

- In the case of a Bank guarantee, the Purchaser shall release the guarantee through an authenticated SWIFT message within 5 (five) working days following the date on which the basis for return arises,
- In the case of a penalty, the Purchaser shall make a written notification regarding the return of contract performance security to the bidder who provided it, within 5 (five) working days following the date on which the basis for return arises.



8.6 If the contract provides for an advance payment by the Purchaser, the selected bidder shall also provide the Purchaser with advance payment security in the amount of the advance payment, in the form of a bank guarantee, valid at least until the 90th working day following the date of the final acceptance act.

8.7 The Purchaser shall notify the issuing bank in writing regarding the release of the advance payment security within 5 (five) working days following the date of the final acceptance act

8.8 The procedure for repayment of the advance payment is defined by the contract.

8.9 All bank guarantees shall be unconditional and irrevocable issued by a bank agreed with the Purchaser.

9. EXECUTION OF THE CONTRACT

9.1. The contract shall be executed by the Purchaser based on the decision of the Committee.

9.2. The period of inactivity for this procedure shall be 5 (five) calendar days. The period shall not apply if only one bidder submits a proposal and a contract is executed with that bidder.

9.3. On the fourth working day following the expiration of the period of inactivity defined in clause 9.2 of this Invitation, the Purchaser shall electronically notify the selected bidder by submitting a proposal to execute a contract and the draft contract, which shall include a complete description of the product and services as set forth in the selected bidder's proposal. The contract may not be executed earlier than the fourth working day following the expiration of the inactivity period specified in clause 9.2 of this Invitation.

9.4. If, after receiving the notice of award and draft contract, the selected bidder does not approve the contract and submit the contract performance security to the Purchaser within the period stipulated in clauses 8.1 of this Invitation, the bidder shall be deprived of the right to sign the contract. The draft contract approved by the selected bidder shall be submitted to the Purchaser in writing.

9.5. Before the expiration of the period provided for in clause 9.4 of this Invitation, the parties may agree to make changes to the draft contract. Such changes shall not involve any modifications to the description of the subject of the procurement, nor shall they result in an increase in the advance payment or the price proposed by the selected bidder.

9.6. The Purchaser shall execute the contract if no bidder appeals the decision to execute the contract within the inactivity period defined in this clause. The contract shall be deemed invalid



if executed before the expiration of the inactivity period, without properly executing the contract, or following a notice declaring the procurement procedure to be invalid.

10. DECLARING THE PROCEDURE INVALID

10.1. The Committee shall declare the procedure to be invalid if:

- no proposals are submitted,
- none of the proposals meets the requirements of the Invitation,
- the procurement needs cease to exist,
- no contract is executed.

10.2. The Purchaser shall notify all bidders participating in the tender about the reason for declaring the procurement procedure invalid.

11. BIDDERS' APPEAL RIGHTS

11.1. All interested persons have the right to appeal the actions (or inactions) and decisions of the Purchaser and the Committee, in accordance with the procedure established by the Civil Procedure Code of the Republic of Armenia (hereinafter referred to as the “Code”).

11.2. All persons have the right to appeal the descriptions of the subject of procurement or the requirements of the Invitation before the deadline for submission of proposals, in accordance with the procedure established by the Code.

11.3. Relations related to this procedure are not administrative relations and are governed by the laws of the Republic of Armenia regulating civil law relations.



TERMS OF REFERENCE

Lot	Purchase Item	Technical specification	Unit of measurement	Quantity	Price estimate (EUR)	Project Timeline	Other notes
1.	PROVISION OF SERVICES FOR THE DEVELOPMENT AND DELIVERY OF A POLICY DESIGN AND EVALUATION WORKSHOP FOR THE CENTRAL BANK AND PUBLIC SECTOR PROFESSIONALS	*A detailed description is provided below.	n/a	1	52,000 or the equivalent in AMD	Requiring at least 200 instructor hours, from April 20-25, 2026.	

Project Title: Development and Delivery of a Policy Design and Evaluation Workshop for Central Bank and Public Sector Professionals

Client: Central Bank of the Republic of Armenia (CBA)

1. Background

The Dilijan Training and Research Center (DTRC) of the CBA serves as a platform for fostering collaboration, experience exchange, and joint reflection on policy challenges faced by the CBA and public sector institutions. In this context, the present Terms of Reference define the requirements for the development and delivery of a workshop titled “Policy Design and Evaluation”, aimed at strengthening inter-



institutional cooperation and supporting the joint discussion, design, and assessment of policy interventions using evidence-based approaches and international best practices.

2. Workshop Objectives

The objectives of the workshop are to:

- Create a structured platform for experience exchange between CBA staff and public sector professionals on policy design and evaluation,
- Facilitate joint discussion of evidence-based policymaking approaches, including the use of impact evaluation methodologies such as randomized controlled trials and quasi-experimental approaches,
- Promote the discussion and integration of international best practices and standards in policy evaluation and cost-benefit analysis,
- Support the co-design of innovative policy interventions that can be further refined, piloted, or evaluated in the future.

3. Target Audience

The workshop is intended for practitioners and researchers from the CBA and public agencies who are directly involved in policy formulation, implementation, or assessment. Participants are expected to bring institutional experience and practical policy challenges to the workshop, contributing to peer learning and collaborative work.

4. Workshop Content and Methodology

The workshop shall be designed as an applied and collaborative forum, combining brief inputs with discussion of internationally recognized principles, standards, and best practices in impact evaluation, peer exchanges, case studies, and joint project work.



Key thematic areas shall include:

- Foundations of impact evaluation
- Randomized controlled trials (RCTs)
- Quasi-experimental approaches
- Theory of change and measurement
- Practical considerations for evaluations
- Sample size and power analysis
- Threats to validity and mitigation strategies
- Cost-benefit analysis for policymakers

5. Workshop Structure and Facilitation Model

The workshop must follow a highly interactive and collaborative format, including:

- Short presentations to frame discussions and introduce international best practices in impact evaluation
- Group work bringing together CBA and public sector participants to jointly develop policy ideas and evaluation approaches
- A group project developed throughout the workshop, focused on realistic policy challenges relevant to participants' institutions
- Final group presentations, followed by discussion and feedback

6. Deliverables and Payment

Participants shall demonstrate a detailed roadmap of the offered services, which at least shall contain the following deliverables and milestones:

1. Planning and Preparation Phase



- a. **Milestone 1:** Define workshop scope and participants' profiles
 - i. Deliverable: Definition of workshop scope based on participants' institutional backgrounds and areas of work
 - ii. Timeline: 1 week before the workshop
- b. **Milestone 2:** Confirm workshop agenda
 - i. Deliverable: Confirmed agenda with session descriptions, timings, and facilitator assignments
 - ii. Timeline: 1 week before the workshop
- c. **Milestone 3:** Create participant materials
 - i. Deliverable: Workshop booklet, including case studies and workbook.
 - ii. Timeline: 1 week before the workshop

2. Development and Finalization Phase

- a. **Milestone 4:** Finalize content
 - i. Deliverable: Final presentation slides, case studies, and group work frameworks.
 - ii. Timeline: 1 week before the workshop
- b. **Milestone 5:** Participant communication
 - i. Deliverable: Final agenda sent to participants.
 - ii. Timeline: 1 week before the workshop

3. Workshop Delivery Phase

- a. **Milestone 6:** Workshop launch
 - i. Deliverable: Successful delivery of Day 1 sessions, including participant introductions and initial sessions.
 - ii. Timeline: Workshop Day 1



- b. **Milestone 7:** Lectures, case studies and group work
 - i. Deliverable: Active participant engagement in case discussions and joint policy project work.
 - ii. Timeline: Workshop Day 2-4
- c. **Milestone 8:** Participant presentations
 - i. Deliverable: Group project presentations and feedback from facilitators.
 - ii. Timeline: Workshop Day 5

4. Post-Workshop Phase

- a. **Milestone 9:** Follow-up and feedback form
 - i. Deliverable: Post-workshop email with workshop resources and form to gather participants' feedback.
 - ii. Timeline: 1 week after the workshop
- b. **Milestone 10:** Feedback analysis
 - i. Deliverable: Internal feedback report highlighting successes and areas for improvement.
 - ii. Timeline: 1 week after the workshop

Service provider shall be entitled to receive the payments in the following phases.

Phase 1. - 50% of the services after successful completion of 1. Planning and Preparation and 2. Development and Finalization Phases

Phase 2. - 50% of the services after successful completion of 3. Workshop Delivery Phase and 4. Post-Workshop Phase

Each payment shall be made within 10 (ten) business days following the mutually signed act of acceptance and issuance of the relevant invoice by service provider.



In case of violation of the deadlines specified in the contract by the service provider, service provider shall pay the CBA a penalty in the amount of 0.1 (one tenth) per cent of the amount payable at the given phase for each overdue day.

In case of violation of the payment terms upon written request of service provider, the CBA shall pay a penalty in the amount of 0.1 (one tenth) per cent of the amount payable at the given phase for each overdue day.

The CBA has a right to make direct deductions of penalties from the payments payable to the service provider.

7. Submission of Proposals

Interested institutions should submit a proposal outlining their approach to designing and facilitating the workshop. The proposal should include:

- A detailed curriculum with session outlines
- A timeline for workshop development and delivery
- Proof of experience in designing and facilitating similar workshops for policymakers
- Resumes of the instructors highlighting their expertise in policy design and evaluation
- Detailed budget breakdown, including personnel costs, workshop development expenses, travel costs, and operational expenses

8. Selection Criteria

Proposals will be evaluated based on the following criteria:

- Over 7 years of experience in developing and delivering workshops for policymakers in policy design and evaluation



- Demonstrated expertise of the instructors in policy design and evaluation, supported by examples of past projects and/or publications
- Quality, comprehensiveness, and practical focus of the proposed curriculum, evaluated through detailed session outlines
- Sound pedagogical approach, including interactive methods and project-based learning
- Competitive fee proposal that reflects the experience and quality proposed for the workshop

9. Number of Participants and Project Timeline

The workshop is designed for a group of 35-40 participants and will be delivered over one week, requiring at least 200 instructor-hours, from April 20-25, 2026.

10. Contact Information

For any inquiries regarding this TOR, please contact Siran.Yeganyan@cba.am or procurement@cba.am.



№	LIST OF DOCUMENTS	
1.	Application-statement approved by the bidder in accordance with Appendix 2	☐
2.	A document confirming the bid security for participation in the tender	☐
3.	The financial proposal	☐
4.	The technical proposal	☐
5.	Company Portfolio	☐
6.	At least one reference letter for similar services provided within the past 3 (three) years, including client contact information.	☐
7.	Competency of the Team/Team qualifications	☐



APPLICATION-STATEMENT

Participation in Tender

_____ [Name of Bidder or in case of JV, insert legal name of each member] *
wishes to participate in Lot(s) _____ of the Tender with Reference Number CBA-2026-006 announced by the Central Bank of Armenia and submits a proposal in accordance with the requirements of the Invitation.

We, the undersigned, declare and certify that:

1. We have reviewed the Invitation documents and have no reservations.
2. As of the date of submission of the bid, we meet the eligibility requirements set forth in the Invitation and, in accordance with clause 2.1 of the Invitation,
 - a) We have not been declared bankrupt by a court and are not in the process of liquidation.
 - b) During the previous five years, we have not been convicted of a crime involving the financing of terrorism, child exploitation or human trafficking, creating or participating in a criminal partnership, receiving a bribe, giving or brokering a bribe, or crimes against economic activity as prescribed by law, except in cases in which the conviction has been removed or extinguished in a manner prescribed by law.
 - c) We have not allowed and/or will not allow anti-competitive agreements, unfair competition, or abuse of dominant position in the course of our participation in this procedure.
 - d) There is no simultaneous participation of any affiliated persons as defined in the Invitation and/or organizations founded by us or in which we hold more than a fifty percent share.

Moreover, the declaration regarding actual beneficiaries is submitted in accordance with Appendix 2.1.

* In the case of submitting a Proposal in the form of joint activity (consortium), the application declaration must be submitted by all members of the consortium.



- e) We are not included in the list of bidders who are not eligible to participate in the procurement process published in accordance with the procurement laws of member states of the Eurasian Economic Union.
- f) We are not included in the list of bidders who are not eligible to participate in the procurement process.
3. Our proposal takes effect from the date of the deadline for submission of proposals specified in the announcement and is valid until the event specified in clause 9.4 of the Invitation.
4. If we become a selected bidder, we undertake to provide contract security in accordance with the Invitation and to deliver the services in accordance with the timeframes for provision of the Services specified in the Technical Task.
5. In accordance with clause 3.3 of this Invitation, as a bidder, we are not submitting more than one proposal to this tender process.
6. We understand that this bid, if selected, is a binding contract between us until a formal contract is prepared and executed.

1) Name of Bidder:	<i>[insert Bidder's legal name], or [In case of JV, insert legal name of each member]</i>
2) Legal Address:	<i>[insert Bidder's legal address in country of registration], or [In case of JV, insert legal address in country of registration of each member]</i>
3) Business Address (if different):	<i>[insert Bidder's business address in country of registration], or [In case of JV, insert business address in country of registration of each member]</i>
4) Taxpayer Identification Number:	<i>[insert Bidder's Taxpayer identification number] or [In case of JV, insert Taxpayer identification number of each member]</i>
5) Phone Numbers:	
6) E-mail Address:	
7) Website:	
8) First Name and Last Name, Position, and Contact Information for Authorized Representative of Bidder:	



Copies of the following original documents are attached:

- ☐ Organization Registration Documents
- ☐ In the case of a joint venture, the JV agreement

First Name and Last Name of Bidder's Principal:	
Position of Bidder's Principal:	
Signature of Above-Named Person	
Signing Date:	

**DECLARATION REGARDING ACTUAL BENEFICIARIES**

Information About Organization					
1.	Name				
2.	Registered/Legal Address				
3.	Business Address (if different)				
4.	Phone Number				
5.	E-mail Address				
6.	Website				
7.	First Name, Last Name, Position, Phone Number, and E-mail Address of Person Submitting the Declaration				
8.	First Name, Last Name, Position, Phone Number, and E-mail Address of Head(s) of Executive Body (with authority to sign in accordance with bidder's formation (charter) documents)				
9.	As of the date of submission of the bid, is the organization included in the list of persons not entitled to participate in the procurement process?		Yes ☐ No ☐		
OWNERSHIP TYPE AND COMPOSITION OF OWNERS					
10	Co-Founded		Yes ☐ No ☐		
	If yes, provide details, including information about shareholders holding 20% or more of the shares.				
	First Name, Last Name/Name	Citizenship/Country of Registration	Date of Birth/ Date of State Registration	Passport Series, Number/ State Registration Number	Amount of Share Ownership



Private		Yes ☐ No ☐			
If yes, provide information about shareholders holding 20% or more of the shares.					
First Name, Last Name/Name	Citizenship/Country of Registration	Date of Birth/ Date of State Registration	Passport Series, Number/ State Registration Number	Amount of Share Ownership	
INFORMATION ABOUT EXECUTIVE BODY					
Provide information about the members of the organization's executive body.					
11.	First Name, Last Name	Citizenship	Date of Birth	Passport Series, Number	Position
PERSONS WITH POLITICAL INFLUENCE†					
Are there any persons with political influence among the owners or the executive body of the organization?		Yes ☐ No ☐			
If yes, provide additional information:					
12.	First Name, Last Name	Citizenship	Date of Birth	Passport Series, Number	Position

† The definition of "persons with political influence" is provided in point 25 of part 1 of Article 3 of the RA Law on Combating Money Laundering and Terrorism Financing.

DECLARATION REGARDING AFFILIATIONS[‡]

13.	Are there any persons affiliated with any employee(s) of the Central Bank of Armenia among the owners or the executive body of the organization?		Yes ☐ No ☐		
	If yes, provide additional information:				
	First Name, Last Name	Citizenship	Date of Birth	Passport Series, Number	Position

DECLARATION REGARDING ACTUAL BENEFICIARIES

14	1. I, _____, as the _____ of _____ (first name, father's name, last name) (status)	
	_____, declare that the actual beneficiary of the mentioned legal entity is: (name of organization)	
	_____ : (first name, last name)	
	a) _____ (date of birth)	c) _____ (citizenship)

b) _____
(passport series/number)

2. The person listed in part 1 of the declaration is the actual beneficiary on the following basis/bases:

- ☐ the person is in fact acting on behalf of or for the benefit of the legal entity, or
- ☐ the person exercises actual (real) control over business relations between the legal entity and the Central Bank, or
- ☐ the person owns 20 or more percent of the voting shares (stakes) of the given legal entity or has a privileged opportunity to predetermine the legal entity's decisions by virtue of the person's participation or a contract executed with the legal entity, or is a member of the management

[‡] Family members and persons closely related to them are considered "affiliated persons." "Family members" are blood relatives, spouses, or persons cohabitating in civil marriage. "Closely related" persons are persons who have social or professional ties with the person in question (e.g. friend, colleague, etc.).



and/or governing body of the legal entity, or acts in concordance with the legal entity based on common economic interests.

- ☐ Is there any affiliation between the actual beneficiary and any employee of the Central Bank of Armenia?

QUESTIONNAIRE ON THE ORGANIZATION'S PROCEDURES FOR COMPLIANCE WITH INTERNATIONAL SANCTIONS

	Does the organization have a compliance practice?	Yes ☐ No ☐
1.	If yes, please provide contact information: First Name, Last Name Position Tel. E-mail	
2.	Does the organization have procedures aimed at complying with the requirements set forth in AML/CFT-related international sanctions lists?	Yes ☐ No ☐
3.	Which international AML/CFT lists are used by the organization?	
4.	How are compliance checks performed with regard to the lists mentioned in point 3 of this questionnaire?	Automatically ☐ Not automatically ☐
5.	Does the organization, including branches or representative offices and subsidiaries, operate in countries considered high-risk from the point of view of ML/TF? [§]	
6.	Has the organization had a business relationship with any individual or legal entity included in AML/CFT-related international sanctions lists?	Yes ☐ No ☐
	If yes, please provide detailed information on the nature of the business relationship, including the profits received and the types of transactions.	

[§] The list of high-risk countries published by the FATF should be reviewed for a determination of which countries are considered high-risk in this sphere.



I certify that the information provided in this declaration is true and correct.

First Name and Last Name:	
Signature:	
Signing Date:	



Note: All italicized text in blue colour is for use in preparing this form and shall be deleted from the final product.

FINANCIAL PROPOSAL

Having examined the Tender Invitation with Reference Number CBA-2026-006, [Name of Bidder] offers to fulfill the contract at the total prices noted below.

[The Armenian resident submits the financial proposal in AMD in accordance with point 4.2 of this Invitation. Non-resident participants of the Republic of Armenia shall be expressed in United States Dollar or Euro. In such case, for Proposal evaluation and comparison purposes all prices expressed in foreign currency will be converted into Armenian Dram (AMD). The conversion shall be conducted by the Purchaser, with the exchange rate announced at its official website “www.cba.am” by the Purchaser on the date of opening of Proposals. Moreover, a contract with a non-resident participant of the Republic of Armenia can be signed in US dollars or Euro. In case of signing a contract with a non-resident participant of the Republic of Armenia, profit tax shall arise at the rate of twenty (20) percent of the contract price, payable by the Purchaser. The profit tax rate may be changed under a relevant Treaty for the Avoidance of Double Taxation between the countries of the Purchaser and the Bidder, in which case the successful Bidder shall provide the Purchaser with a Certificate of Residency, issued by the Tax Authority of its country, within ten (10) days of contract signature. If the supplier is subject to profit tax, the comparison of price proposals shall be carried out based on the total value including the profit tax.]

Lot	Purchase Item	Price AMD, EUR or USD (In words and numbers)	VAT AMD, EUR or USD (if applicable) (In words and numbers)	Total Price AMD, EUR or USD (In words and numbers)
1	2	3	4	5=3+4
1		{in numbers}	{in numbers}	{in numbers}
		{in words}	{in words}	{in words}

Name of Bidder (position, first name and last name)

Signature and Stamp



Note: All italicized text in blue colour is for use in preparing this form and shall be deleted from the final product.

BREAKDOWN OF FINANCIAL PROPOSAL

Component Number	Name	Brief description	Unit of Measurement	Quantity	Unit Price, Including VAT (If applicable) /AMD, EUR or USD/	Total Price Including VAT (If applicable) /AMD, EUR or USD/
1	2	3	4	5	6	7=4x5
1.						
2.						
...						

Travel expenses should be included in the financial proposal.

Payment Terms_____

Payment Conditions_____

Name of Bidder (position, first name and last name)

Signature and Stamp



COMPREHENSIVE DESCRIPTION of Proposed Service

Name of Bidder] presents below a comprehensive description of the Service proposed by bidder within the framework of the Tender with Reference Number CBA-2026-006.

[Detailed description of your proposed approach to developing and delivering a Policy Design and Evaluation Workshop for Central Bank and Public Sector Professionals, including methodologies, tools, techniques, a detailed curriculum with session descriptions, a timeline for Workshop development and delivery, key milestones, and deliverables.

Quality, comprehensiveness, and practical focus of the proposed detailed curriculum with session descriptions, a timeline for Workshop development and delivery, key milestones, and deliverables]



INFORMATION

About the participant's "Professional experience"

[Company profile, brief introduction to your firm, highlighting relevant experience and expertise in developing and delivering practical training courses for policymakers. The bidder should have over 7 (seven) years of experience in developing and delivering training courses for policymakers.]

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The bidder should provide the proof of experience in developing and delivering practical training courses for policymakers within 3 (three) years]

Nº	Name of Partner Organization	Subject of Contract / Brief Description	Starting and Ending Month/Year	Dedicated team/team size in the whole Project	Bidder's role in the whole Project	Approximate value of the contract /AMD, USD or EUR/	Contacts of the Partner Organization
1.							Contact person: Position: Address: Email: Telephone:
2.							Contact person: Position: Address: Email: Telephone:
3.							

The bidder must at least one reference letter for similar services provided within the past 3 (three) years, including client contact information.



INFORMATION

About the participant's "Team members"

Key Personnel						
Nr.	Name	Role/Position	Main functions	Educational Background	Total Experience (in Years)	Number of years with the Current Organization
1						
2						
3						

** As evidence, the Bidder must submit the CVs of key experts (including supporting documentation confirming their qualifications), clearly indicating their relevant work experience and number of years in each role. All team members must have at least working proficiency in English.*

**Key Personnel Details**

Position		Candidate ☐ Prime ☐ Alternate	
Personnel information	Name		Date of birth
	Educational Background, Professional qualifications, Training / Certification including institutions, specialization areas etc.		
	Degree/Certificates etc.	Year of Award	University/other
Present employment	Name of Employer		
	Address of Employer		
	Telephone, E-mail		
	Years with present Employer		

Summarize professional experience over the last five - ten years, in reverse chronological order.

From	To	Company / Project / Position / Relevant technical and management experience