

# RAOUL WALLENBERG INSTITUTE

OF HUMAN RIGHTS AND HUMANITARIAN LAW

3 March 2025

## **Call for an Expert (Team) for a Consultancy on Exploring the pre-conditions and sustainability of establishment of a Human Rights Centre at the Yerevan State University**

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) invites you to submit an application to explore the pre-conditions and sustainability of establishment of a human rights centre at the Yerevan State University.

This is a competitive process and suitable candidates shall be sourced through an open call. Should you be interested in this assignment, the application should be submitted in accordance with the Terms of Reference for Consultancy on Exploring the pre-conditions and sustainability of the establishment of a Human Rights Centre at the Yerevan State University (Annex 1) and the Form for Submission of Proposals (Annex 2).

The Contract will be awarded on the basis of the most economically advantageous proposal according to a best price-quality ratio as described in Annex 3, Eligibility and Selection of Proposals.

The deadline for submitting the Application is **23 March 2025**, and submissions should be made to the Raoul Wallenberg Institute, Yerevan Office ([office.yerevan@rwi.lu.se](mailto:office.yerevan@rwi.lu.se)) with Arman Gasparyan, Programme Officer, RWI Office in Yerevan ([arman.gasparyan@rwi.lu.se](mailto:arman.gasparyan@rwi.lu.se)) in copy. Any enquiries regarding the assignment should be sent to the same email addresses.

Yours sincerely,

Arman Gasparyan  
Programme Officer, RWI Office in Yerevan

Annex 1 – Terms of Reference  
Annex 2 – Form for Submission of Proposals  
Annex 3 – Eligibility and Selection of Proposals

## **Annex 1: Terms of Reference**

### **Exploring the pre-conditions and sustainability of the establishment of a Human Rights Centre at the Yerevan State University**

#### **Background**

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is currently implementing a human rights capacity development programme in Armenia, with financial support from Swedish International Development Cooperation Agency (Sida). The overall objective of the Programme is to support targeted actors in Armenia to apply international human rights law and standards in their work. This should help overall efforts to advance understanding, application, and enjoyment of human rights in Armenia.

The Programme objective is expected to be reached through the two intermediate outcomes:

1. More systemic and strategic approaches to address human rights issues by targeted actors.
2. Improved integration of human rights theory and practice in the work of targeted actors.

This assignment falls under the focus areas on Supporting Armenian academics to conduct human rights research in cooperation with civil society and policymakers and Strengthening human rights education at Armenian universities. Towards these goals, in 2024, RWI and Yerevan State University (YSU) have signed a Memorandum of Understanding and have agreed to cooperate, *inter alia*, on the establishment of a human rights centre within the premises of the YSU.

#### **Assignment**

The purpose of this assignment is to explore the pre-conditions and sustainability of the establishment of a Human Rights Centre at the YSU by providing strategic recommendations on its institutional positioning, sustainability, and operational framework. The objective is to conduct a comprehensive institutional and contextual analysis to ensure the successful establishment and long-term sustainability of the Human Rights Centre.

In this regard, RWI will engage a local consultant (team) to carry out the following tasks:

#### **Step 1:**

**1) Review the organisational structure of the YSU and recommend within which department and how such a new centre would be positioned with arguments why:** existing faculties, departments, and research centres, potential institutional affiliations for the Human Rights Centre, key administrative and academic units for collaboration, Centre's optimal placement within YSU's structure to ensure visibility, effectiveness, and long-term integration. The consultant should also look into the main determinants of survival or failure of similar centres at YSU and what the sustainability factors were?

**2) Carry out a mapping of local Universities think tanks and research centres in order to identify gaps and opportunities that the centre would fill and explore:** Strengths and weaknesses of current human rights research initiatives in Armenia, potential areas of collaboration and synergy with other institutions or networks to enhance impact and avoid duplication of efforts.

**3) Study the international best practices of similar centres within academic institutions:** scope of work, types of activities (e.g., research, advocacy, training, legal aid), key objectives, performance indicators, and staffing, resource allocation, as well as sources of funding and financial self-sustainability)

## **Step 2 (upon confirmation by RWI):**

**4) Propose a strategy for financial-self sustainability of the centre:** funding models used by successful human rights centres worldwide, potential funding sources, alternative financing methods, as well as self-financing and revenue-generating opportunities.

**5) Develop an implementation roadmap and Action Plan:** a phased approach for the establishment of the Human Rights Centre, timeline with short-term, medium-term, and long-term objectives, as well as responsibilities of key stakeholders, including YSU administration, faculty, and external partners, potential risks and mitigation strategies.

### **Deliverables**

Under Step 1 (up to 10 days to fulfil):

- Comprehensive report covering all research findings, analysis, and recommendations.
- Presentation of findings to RWI, YSU, and relevant stakeholders.

Upon confirmation by RWI, the expert (team) will be invited to proceed to Step 2, with the following components:

- Operational Framework for the Human Rights Centre.
- Sustainability strategy, including a funding plan.
- Implementation Roadmap and Action Plan with clear steps for establishment.

The assignment will be performed in close dialogue with RWI, under the supervision of the Country Director of the RWI Yerevan Office and in close consultation with respective colleagues from the YSU. Generally, all necessary preparatory work that may be required to carry out the assignment successfully shall be undertaken. All reasonable skill, care and diligence in the performance of the assignment shall moreover be exercised and all responsibilities shall be carried out in accordance with recognised professional standards. At all times and in all respects, a participatory, gender-sensitive and inclusive approach shall be applied.

### **Time Frame**

The assignment will be carried out during March – June 2025, for a total minimum of 10 working days and a maximum of 20 working days (one working day is eight hours).

A work plan will be agreed with the consultant and the number of working days for will be agreed on in advance.

### **Qualifications of the expert (team) required for the assignment**

- Post-graduate degree in law, human rights, public administration, or a related field; advanced degree desirable
- At least 10 years of relevant professional experience in human rights research, education, or institutional development.
- Experience in conducting organisational reviews and developing strategic recommendations, preferably within academic or research institutions is desirable.
- Proven expertise in mapping and analysing academic and research environments, particularly within the human rights or legal education sectors is desirable.
- Demonstrated ability to develop financial planning for new initiatives or organisational units is desirable.
- Excellent analytical and drafting skills.
- Strong communication, organisation and interpersonal skills.
- Excellent command of written and spoken English and Armenian.

Interested candidates are welcome to submit applications consisting of the following documents:

- CV
- Cover letter including a financial proposal with a daily fee (including taxes)
- Sample of writing if available

## Annex 2: Form for Submission of Proposals

### Consultancy - Exploring the pre-conditions and sustainability of the Establishment of a Human Rights Centre at the Yerevan State University (March-June 2025)

*[This form could be submitted using the Service Provider's official letterhead as applicable]*

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*Location  
Date*

Dear Madam/Sir,

We, the undersigned, hereby offer to render the following services to RWI in conformity with the requirements defined in Call for an Expert dated 3 March 2025, and all of its attachments.

#### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why it is the best entity that can deliver the requirements as per the ToR and IT by indicating the following:*

- a) *Profile – describing the field of expertise and accreditations as relevant*
- b) *Track Record – list of similar services as those required by RWI, indicating description of scope, duration, value, references*

#### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the IT; providing a detailed description of the essential performance characteristics, including development of a comprehensive report with its key components, and quality assurance mechanisms that will be put in place, while demonstrating that the proposed operational framework, sustainability strategy, and implementation roadmap will be appropriate to the context of the work.*

#### C. Proposed Schedule of Services

*The Service Provider must provide a detailed breakdown of its proposed date schedule for implementing the services required in the IT.*

#### D. Qualifications of Team

*The Service Provider must provide:*

- a) *Names and qualifications of the contractor. Where a team is proposed, include names and qualifications of members that will perform the services indicating who is Team Leader, who is supporting, etc.*
- b) *CVs demonstrating qualifications for the contractor(s)*
- c) *Written declaration that the Service Provider and any team members have not been, and are not, subject to any international sanctions or restrictive measures with which RWI is required to comply according to Swedish law*
- d) *Written declaration that the Service Provider and all team members are not, and have not been, in any of the situations listed in point 5 of the Eligibility Criteria in Annex 3*
- e) *Written declaration that the Service Provider is available for the entire duration of the contract*

**E. Fee Breakdown by Team Member**

<b>Description of Team Member</b>	<b>Fee per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>Total Rate</b>
<i>a. Expert 1</i>			
<b>TOTAL</b>			

*[Please note that costs for travel, accommodation and other relevant expenses will be met by RWI in agreement with the selected Service Provider and should not be included here]*

*Name and Signature of the Service Provider's Authorized Person  
Designation  
Date*

## Annex 3: Eligibility and Selection of Proposals

### Exploring the pre-conditions and sustainability of the Establishment of a Human Rights Centre at the Yerevan State University (March-June 2025)

All proposals submitted will be examined and evaluated by at least two representatives of RWI, and assessed according to the following steps and criteria:

If the examination of a proposal or other relevant information received reveals that the proposal does not meet the eligibility criteria (see below), the proposal will be rejected on this sole basis.

The proposals that pass this check will be further evaluated on their quality, including the capacity of the service provider. They will be evaluated using the evaluation criteria in the evaluation grid below.

There are two types of evaluation criteria: selection and award criteria. The selection criteria evaluate the service providers' capacity and are used to verify that they have the professional competencies and qualifications required to successfully implement the assignment. Proposals that do not meet a stated minimum standard in this respect will be rejected on this basis. All criteria, including the selection criteria, are then considered as award criteria, which evaluate the quality of the proposals in relation to the objectives and priorities set forth in the Terms of Reference.

The contract award will be considered on the basis of the most economically advantageous proposal according to the best price-quality ratio, whereby the weighting for price is 25% and for quality 75%. As to price, the lowest bid gets 15 points. The other bids get 20 points reduced with the same percentage as the offered price exceeds the lowest bid, i.e. an offer that is 50% more expensive than the lowest bid gets 10 points.

Quality will be assessed in accordance with the quality criteria in the evaluation grid below, which in turn will be divided between the different quality criteria based on their importance in view of points that can be obtained for each criteria.

The service provider exhibiting the highest quality-price average score, as averaged between the evaluations of the RWI representatives, will be in first consideration as regards awarding the contract, while RWI retain the right to further negotiate fees and other aspects of the assignment as relevant.

#### I. Eligibility Criteria

- 1) Proposal in accordance with requirements of Terms of Reference (annex 1) and Form for Submission of Proposals (annex 2), submitted by 23 March 2025.
- 2) Service Provider and all team members have not been, and are not, subject to any international sanctions or restrictive measures with which RWI is required to comply according to Swedish law.
- 3) Service Provider available for the entire duration of the contract.

- 4) RWI only partners with suppliers that respect and comply with all relevant and applicable human rights as well as ethical business, social responsibility, health, safety, environmental, employment and fiscal regulations. Any known violations in this respect, or inability to provide appropriate evidence, if and as requested, shall disqualify a service provider from (taking part in) the procurement process.
- 5) In addition, a service provider shall also be excluded from taking part in the procurement process if:
  - a) it is bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business activities are suspended, or where it is in any analogous situation arising from a similar procedure provided for under national laws or regulations;
  - b) it has been established by a final judgment or a final administrative decision that the service provider is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the supplier belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes a wrongful intent or gross negligence, including, in particular, any of the following:
    - i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract;
    - ii) entering into agreement with other economic operators with the aim of distorting competition;
    - iii) violating intellectual property rights;
    - iv) attempting to influence the decision-making process during the procurement; or
    - v) attempting to obtain confidential information that may confer upon it undue advantages in the procurement process.
  - c) it has been established by a final judgment or a final administrative decision that the service provider is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
  - d) it has been established by a final judgment that the service provider, or persons having powers of representation or decision-making control over it, is guilty of any of the following: fraud; corruption; involvement in a criminal organisation; money laundering; terrorist financing; child labour (or any other forms of trafficking in human beings); or any other illegal activity detrimental to RWI's interests;
  - e) the service provider has shown significant deficiencies in complying with main obligations in the performance of a contract financed by RWI or any donor to RWI, which has led to the early termination of a legal commitment or to the application of liquidated damages or other contractual penalties or which has been discovered following checks and audits or investigations.

## II. Evaluation grid regarding quality

The evaluation grid is divided into Sections and subsections. Each subsection will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

Section	Maximum Score
<b>1. Capacity (Selection Criteria)</b>	<b>35</b>
1.1. Does the service provider have demonstrable expertise, knowledge, and experience in conducting organisational reviews and developing strategic recommendations, preferably within academic or research institutions?	5 x 2*
1.2. Does the service provider have the relevant knowledge and experience in the area of human rights research, education, or institutional development?	5 x 2*
1.3. Does the service provider have relevant educational qualifications including a post-graduate degree in law, human rights, public administration, or a related field?	5
1.4. Does the service provider have proven expertise in mapping and analysing academic and research environments, particularly within the human rights or legal education sectors is desirable.?	5
1.5. Does the service provider have demonstrable fluency in writing English?	5
<b>2. Understanding of Terms of Reference</b>	<b>10</b>
2.1. Does the service provider demonstrate a good understanding of the requirements of the assignment, as described in the Terms of Reference?	5 x 2*
<b>3. Relevance of the proposal</b>	<b>20</b>
3.1. How relevant is the proposal to the objectives and priorities in the Terms of Reference and for achieving the expected results?	5 x 2*
3.2. Does the proposal reflect an understanding of the context in which this assignment is to be carried out?	5
3.3. Does the proposal contain particular added-value elements (e.g. innovation, best practices)?	5
<b>4. Implementation approach</b>	<b>10</b>
4.1. Is the plan for implementing the assignment clear and feasible? Is the timeline realistic?	5
4.2. Is the organisation of the work clear and purposeful?	5
<b>Maximum total score</b>	<b>75</b>

**\*: this score is multiplied by 2 because of its importance**

If the total score for Section 1 (capacity) is less than 25 points, the application will be rejected. If the score for at least one of the subsections under Section 1 is 2 (not considering any multiplication of points), the application will also be rejected.