

# RAOUL WALLENBERG INSTITUTE

OF HUMAN RIGHTS AND HUMANITARIAN LAW

8 November 2024

## **Invitation to Tender for a Consultancy on Manual Development for Training of Penitentiary Staff in Armenia**

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) invites you to submit a tender for Development of a manual on methods of training and evaluation of penitentiary staff.

This is a competitive process and suitable candidates shall be sourced through an open call. Should you be interested in this assignment, the tender should be submitted in accordance with the Terms of Reference for Manual Development for Training of Penitentiary Staff (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 Tender is **24 November 2024**, 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**  
**Consultancy - Manual Development for Training of Penitentiary Staff**  
**in Armenia (December 2024-May 2025)**

## **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 assignment falls within the cooperation with justice sector partners: the Ministry of Justice, the Centre for the Implementation of Legal Education and Rehabilitation Programmes (CILERP) and Penitentiary Service, with the aim to increase compliance with international human rights standards for penitentiary service. To this end, RWI has engaged both with the Ministry and CILERP, signing a Memorandum of Understanding in, respectively March 2022 and June 2023, and conducting activities to identify training-related needs within the sector as well as how best CILERP could meet these needs when designing and delivering programmes and courses. As part of this cooperation, RWI and CILERP have co-created two modules that are included in the list of mandatory continuous training topics for penitentiary officers for 2024, with two additional modules currently under development.

## **Assignment**

The overall objective of this assignment is to develop a comprehensive Armenian-language manual for training that:

1. Develops a toolkit to assess and understand the training needs of penitentiary officers at different levels, ensuring that training programs are tailored to address the specific needs of each group.
2. Provides a methodology for assessing trainees' (who are active penitentiary officers) knowledge before and after the training.
3. Develops a methodology for tracking trainees' knowledge retention over the months following training participation.
4. Outlines an approach for assessing trainees' satisfaction with the training program.
5. Includes a chapter with a clear methodology for how future trainers or writers can create training modules based on the pilot modules co-created by RWI and CILERP.

## **Scope of Work**

The expert will be responsible for the following tasks:

- 1. Develop a Toolkit for Training Needs Assessment:**
  - o Develop approaches for assessing the training needs of penitentiary officers at various levels (e.g., entry-level, mid-management, senior staff).
  - o Include data collection tools such as surveys, interview guides, and self-assessment templates to gather information on skill gaps, preferences, and challenges faced by officers.
  - o Design a Training Needs Analysis template for compiling findings and recommending specific training interventions.
- 2. Develop *ex ante* and *ex post* Knowledge Assessment Methodology:**
  - o Design tools and processes to evaluate trainees' baseline knowledge before the training.

- Develop assessments to measure knowledge acquisition upon completion of training.

3. **Develop Methodology for Tracking Knowledge Retention Post-Training:**
  - Create tools for follow-up assessments that track trainees' knowledge retention over a defined period (e.g., 3, 6, or 12 months).
  - Develop surveys, follow-up tests, or other performance evaluation methods to ensure continuous learning.
4. **Assess Trainee Satisfaction:**
  - Develop a satisfaction assessment process to evaluate trainees' feedback on the training program.
  - Propose metrics and methodologies to regularly collect and analyze feedback.
5. **Develop a Chapter on Module Creation:**
  - Provide a detailed methodology on how to develop training modules.
  - Include guidelines and best practices to assist future trainers and module writers in adapting the pilot modules co-created by RWI and CILERP for broader use.

## **Deliverables**

The expert will be expected to deliver the following:

1. A comprehensive Armenian-language manual for training that includes:
  - A toolkit for assessing training needs, complete with templates, guides, and practical examples.
  - A knowledge assessment methodology for pre- and post-training evaluations.
  - A methodology to track trainees' knowledge retention over time.
  - A satisfaction assessment process for post-training evaluations.
  - A chapter on how to develop training modules, including guidelines for future trainers and writers.
2. A final completion report in English summarizing the approach, methodologies, and recommendations for implementing the training program.

## **Time Frame**

The assignment will be carried out during December 2024 – May 2025.

A work plan will be agreed with the consultant and the number of working days for will be agreed on a monthly basis at least two weeks in advance.

## **Qualification and eligibility requirements for the assignment**

### **I. Qualifications required**

- Proven experience in developing training programs and manuals, preferably in criminal justice, rehabilitation, or related fields.
- Expertise in adult learning methodologies.
- Experience in designing knowledge assessment tools and satisfaction surveys.
- Solid knowledge and demonstrable expertise in the area of human rights, in particular the penitentiary system;
- Excellent analytical and drafting skills;
- Strong communication, and interpersonal skills; and
- Excellent command of written and spoken Armenian and English.

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 - Manual Development for Training of Penitentiary Staff in Armenia (December 2024-May 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 the Invitation to Tender (IT) dated 8 November 2024, 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:*

- Profile – describing the field of expertise and accreditations as relevant*
- 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 training manual with its key components, and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology 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 Conversion of Baseline Study Reports to Journal Articles

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 20% and for quality 80%. 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 24 November 2024.
- 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.