

23 October 2025

Invitation to Tender for a Mid-Term Review of the Supporting International Human Rights Law and Standards in Armenia Programme 2022-2025

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) invites you to submit a tender for a mid-term review (MTR) of the Supporting International Human Rights Law and Standards in Armenia 2022-2025 programme (the Programme).

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 a Mid-Term Review of the Programme (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 7 November 2025, and submissions should be made to RWI, Armenia Office (office.yerevan@rwi.lu.se) with Arman Gasparyan, Deputy Country Director, RWI Armenia in copy (arman.gasparyan@rwi.lu.se). Any enquiries regarding the assignment should be sent to the same email addresses.

Yours sincerely,

Laura Milne
Country Director, RWI Office in Armenia

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

**Terms of Reference:
Mid-Term Review of the Supporting International Human Rights Law and
Standards in Armenia 2022-2025 Programme**

1. Background

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is an independent academic institution established at Lund University in Sweden in 1984. RWI works to promote human rights by means of education, research and institutional development through cooperation with primarily government, academic and national human rights institutions in Europe, Africa, Asia, the Middle East and Latin America.

RWI has been working with partners to promote and protect human rights in Armenia since 2006, including work to strengthen the capacity of representatives from the judiciary, state agencies, academia, and civil society to apply international human rights standards in ongoing and future reforms. Over the years, RWI has built extensive networks, knowledge, and understanding in relations to human rights in Armenia.

RWI implemented its first Sida-funded programme in Armenia between 2006-2009. In 2019, RWI re-engaged to support the country's democratic transition and started implementing the Sida-funded Armenia 2020-2022 programme. In 2022, RWI launched the *Sida-funded Supporting International Human Rights Law and Standards in Armenia Programme* (the Programme).

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. This objective is pursued through the overall outcome of the Programme, "Increased application of international human rights law and standards in the work of targeted actors in Armenia", and two intermediate outcomes:

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

At the outset of the Programme, the main partners were the Ministry of Justice, the Academy of Justice, the Human Rights Defender's Office, and American University of Armenia, with the active participation of Armenian civil society. This has since expanded to include more state agency and academic institution partners. The Programme is managed out of RWI's Yerevan office, established in 2023.

The current phase of the Programme is due to end in December 2025 with an anticipated two-year extension through 2026 and 2027. RWI is now looking to engage an individual or team to conduct a mid-term review (MTR) of the Programme that will assess the impact of the work to date, review/validate plans for, and provide recommendations for future programming.

2. Purpose and Objectives

The overall aim of this MTR is to assess the Programme's progress, relevance, and emerging results of the Programme to date and provide practical recommendations for strengthening implementation during a proposed two-year extension. The MTR will focus on learning and adaptive management rather than final impact measurement. It should identify key successes, challenges, lessons, and opportunities that can guide programme design going forward.

The MTR of the Programme will assess its performance by examining its relevance, coherence, effectiveness, efficiency, impact, and sustainability. It will assess the extent to which the proposed two-year extension aligns with Armenia's human rights priorities and emerging opportunities.

The specific objectives of the Evaluation are to:

- Assess the Programme's relevance, coherence, effectiveness, efficiency, impact, and sustainability to date, following OECD/DAC criteria.
- Assess Programme progress toward expected outcomes.
- Identify key outcomes, challenges, and opportunities for enhancing Programme impact and sustainability in line with OECD/DAC criteria.
- Identify key achievements, challenges, and lessons learned.
- Assess the extent to which the proposed two-year extension will contribute toward expected outcomes.
- Provide actionable recommendations to strengthen the impact of human rights programming in Armenia and ensure sustainability of interventions.

3. Scope of Work and Limitations

The MTR will look at the RWI Armenia 2022-2025 Programme, including all activities up to 1 October 2025, with the possibility that other relevant developments during the review period are considered, and the proposed two-year extension. It should take into account contextual developments relevant to the Programme's objectives. The MTR will focus on:

- Relevance: Programme design and alignment with Armenia's national human rights strategies and the Strategy for Sweden's reform cooperation with Eastern Europe 2021-2027.¹
- Effectiveness: Extent to which implemented and proposed activities are contributing/will contribute to intended results, with reference to RWI's² and the programme's Theories of Change.
- Efficiency: Use of resources, Programme management, and adherence to principles of transparency, quality, coherence, and efficiency.
- Coherence: Stakeholder engagement, complementarity, collaboration, and local ownership in Programme and proposed extension.
- Sustainability of the results achieved by Programme and proposed extension activities.

¹ See <https://www.regeringen.se/strategier-for-internationellt-bistand/2021/12/strategi-for-sveriges-reformsamarbete-med-osteuropa-20212027/>.

² See <https://rwi.lu.se/theory-of-change/>.

The review will not attempt to measure final impact but will explore early signs of change and pathways toward outcomes.

Potential limitations on the MTR include:

- Constraints in data availability and accessibility.
- Challenges in attributing specific outcomes to programme activities due to external factors.
- Logistical constraints affecting field visits and in-person engagements.

4. Organisation, Management, and Stakeholders

The MTR will be managed by RWI's Armenia Office, in consultation with Sida. The Consultant(s) will report to the designated RWI focal point and provide regular updates on progress. RWI and Sida will be the primary users of the overall conclusions of the MTR. RWI and its partners will be the primary implementers of any possible recommendations. The review team will coordinate closely with RWI in the performance of the MTR.

Primary stakeholders include RWI staff and leadership, Sida, partner government and academic institutions, civil society organisations, and other international actors in the human rights field.

The reviewers are expected to apply participatory and inclusive methods that ensure stakeholder voices—especially of women, youth, and marginalised groups—are reflected in findings and recommendations.

5. Review Criteria and Guiding Questions

The OECD has defined six lenses to analyse an intervention and its results – relevance, coherence, effectiveness, efficiency, impact, and sustainability – and two principles for their use. These criteria provide a normative framework used to determine the merit or worth of a development intervention and serve as a basis upon which evaluative judgments can be made. Details are set out below:

Relevance: Is the intervention doing the right thing?

- To what extent does the Programme/the proposed extension align with Armenia's national human rights priorities and context?
- How well does the Programme/the proposed extension integrate gender equality and social inclusion principles into its design and implementation?

Coherence: How well does the intervention fit?

- How does the Programme complement and coordinate other human rights initiatives in Armenia?
- What opportunities exist for stronger coordination?

Effectiveness: Is the intervention achieving its expected outcomes?

- What progress has been made toward the intended outcomes?
- Which strategies and partnerships have proven most effective? What challenges have hindered progress?

- What factors have facilitated or hindered the achievement of results?

Efficiency: How well are resources being used?

- Are management arrangements, resource allocations, and coordination mechanisms fit for purpose?
- How efficiently has the Programme adapted to contextual or operational changes?

Impact: What difference does the intervention make?

- How – if at all – has the Programme influenced policies, institutions, or individuals?
- Has the Programme contributed to increased application of human rights standards in the justice sector, including judiciary, prosecution, and penitentiary institutions?
- To what extent is the Programme contributing to improved cross-sectoral cooperation?

Sustainability: will the benefits last?

- What factors support or limit sustainability of results?
- What lessons and insights can guide implementation during 2026–2027?

6. Approach and Methodology

The review will adopt a learning-oriented, participatory, and mixed-methods approach. The design should triangulate information from multiple sources, ensuring credibility and inclusivity.

The review will employ a mixed-methods approach, including:

- A desk review of Programme documents, reports and available monitoring data.
- Key informant interviews with the RWI staff (Yerevan and Lund), partners, and stakeholders.
- Focus group discussions or brief surveys with Programme participants.
- Comparative analysis or reflection sessions to identify best practices and learning opportunities.

The methodology should be clearly detailed in the inception report, including data collection tools, sampling strategy, and ethical considerations.

7. Deliverables and Timeline

The estimated total time of the review is two months, commencing in November 2025 and concluding in January 2025.

Deliverables:

- i. Inception Report – including methodology, data collection plan, workplan, and key questions (due December 1, 2025).
- ii. Draft Mid-Term Review Report – summarising findings, analysis, and preliminary recommendations (due January 14, 2025).

- iii. Final Mid-Term Review Report – incorporating feedback from RWI and Sida (due January 31, 2025).

Timeline:

- Step 1: Initial review of available programme documentation (including prefinal draft of the inception report.)
- Step 2: Inception report finalisation (reviewed by RWI, with inputs from Sida focal points, maximum 7 working day review period).
- Step 3: Data collection process
- Step 4: Data processing and analysis (including writing of draft report)
- Step 5: Submission and discussion of draft final report with RWI (with inputs from Sida focal points, 7 working day review period)
- Step 6: After comments from RWI, submission and acceptance of the final report.

8. Reporting and Communication

The review team will remain in close contact with RWI throughout. All key deliverables will be reviewed by RWI and Sida, who may provide written feedback.

The final report should not exceed 40 pages including annexes and should include:

- Executive Summary
- Methodology and Limitations
- Key Findings (organised by DAC criteria)
- Conclusions
- Actionable Recommendations for 2026–2027

Confidentiality and ethical standards must be respected throughout. Data related to human rights compliance should not be disclosed without RWI's explicit approval.

9. Review Team Qualifications

The review team should demonstrate:

- Proven experience in conducting mid-term reviews or evaluations in the fields of human rights, justice, governance, or academic cooperation.
- Experience working with relevant stakeholders such as the Ministry of Justice, Human Rights Defender's Office, Academy of Justice, American University of Armenia, and/or Yerevan State University.
- Strong understanding of OECD/DAC evaluation criteria and learning-oriented approaches.
- Experience working with Sida-funded or similar donor programmes.
- Expertise in both qualitative and quantitative methods.
- Familiarity with Armenia's legal and institutional context.
- Fluency in English and Armenian.
- Independence from the Programme's implementation.

10. Budget and Submission of Proposals

The budget for the review will cover consultant fees, travel (if applicable), data collection costs, and other necessary expenses.

Interested consultants or teams should submit the completed Form for Submission of Proposals under Annex 2.

Proposals should be submitted by 7 November 2025 to office.yerevan@rwi.lu.se, with Arman Gasparyan (arman.gasparyan@rwi.lu.se) in copy.

Annex 2

Form for Submission of Proposals

Mid-Term Review of the RWI Armenia Programme 2022-2025

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

	<i>Location</i>
	<i>Date</i>

Dear Madam/Sir,

We, the undersigned, hereby offer to render the following services to RWI in conformity with the requirements defined in Invitation to Tender (IT) dated 23 October 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 or a team of individuals that can deliver the requirements as per the terms of reference (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 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 breakdown of its proposed date schedule for implementing

the services required in the IT, in accordance with Section “Time Schedule” and “Reporting and Communication” in the ToR.

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

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

[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

Eligibility and Selection of Proposals**Mid-Term Review of the RWI Armenia Programme 2022-2025**

All submitted proposals will be reviewed and evaluated by at least two representatives of RWI, based on the eligibility and quality, as set out below.

1. Eligibility Check

Proposals will first be reviewed to ensure they meet the eligibility criteria outlined below under 'Eligibility Criteria'. Proposals that fail to meet these criteria will be rejected at this stage and will not be considered further.

Eligibility Criteria

1. Proposal is submitted in accordance with requirements of Terms of Reference (Annex 1) and Form for Submission of Proposals (Annex 2).
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 is available for the entire duration of the contract.
4. RWI only engages 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 or inability to demonstrate compliance may result in disqualification.
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; and/or
- 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.

2. Quality Review

Proposals that pass the eligibility check will then be evaluated for quality and relevance to the assignment.

The review will focus on both the capacity of the service provider and the proposed approach for conducting the mid-term review.

Selection and Review Criteria

The review will consider the following aspects:

Section	Criterion	Maximum Score
1. Capacity	Experience conducting mid-term reviews or evaluations in the fields of human rights, justice, governance, or academic cooperation.	10
	Relevant educational qualifications (advanced degree in law, development studies, evaluation, or related field).	5
	Experience working with international organisations and donors.	5
	Expertise in both qualitative and quantitative methods.	5
	Familiarity with Armenia's legal and institutional context.	5
	Fluency in English and Armenian	5

Section	Criterion	Maximum Score
2. Understanding of the Assignment	Demonstrates clear understanding of the purpose and scope of this mid-term review and its learning objectives.	10
3. Relevance and Quality of Proposal	The proposal's relevance to the TOR objectives and expected results.	10
	Reflection of contextual understanding and practical added value (innovation, learning approach, feasible methods).	10
4. Implementation Approach	Clear, realistic plan and timeline; organisation of work is practical and purposeful.	10
Maximum Total Score		75

Proposals scoring below 20 points in Section 1 (Capacity) or below 50 points overall may not be considered further.

3. Contract Award

The contract will be awarded to the proposal offering the best balance between quality and cost (80% quality / 20% price).

- Quality: Based on the above review grid.
- Price: The lowest bid will receive full points; others will be scored proportionally.

RWI reserves the right to hold clarifying discussions and negotiate the final terms with the selected service provider before contract award.