

TERMS OF REFERENCE (ToR)

FINAL EVALUATION of the Action

“A Public Glimpse into a Closed World: Human Rights Situation in Closed Institutions in Armenia Community”

1. BACKGROUND

Title of the Action to be evaluated	“A Public Glimpse into a Closed World: Human Rights Situation in Closed Institutions in Armenia”
Country / Location	Armenia
Budget of the Action to be evaluated	Total project costs: EUR 278,072 <ul style="list-style-type: none"> • EU Contribution: EUR 264,168
Project/Programme Number	<ul style="list-style-type: none"> • European Commission: NEAR-TS/ 2017/394-690 “A Public Glimpse into a Closed World: Human Rights Situation in Closed Institutions in”
Date of the Action to be evaluated	<ul style="list-style-type: none"> • Start: 27/12/2017 • End: 27/12/2019

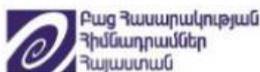
The Action to be evaluated has the following **Overall Objective (OO)** and **Specific Objectives (SO)**:

The **Overall objective** of the action is to improve human rights situation at closed institutions as a result of increased volume of information, enhanced public awareness and transparency alongside with enabling a balanced and comprehensive public debate about human rights situation at closed institutions through identifying and publicly discussing relevant issues and possible solutions.

The **Specific Objectives** of the Action are:

SO 1: Enhance media professionals’ awareness of and ability to cover issues related to human rights situations at closed institutions.

SO 2: Increased of coverage and volume of balanced information on the human rights situation in closed institutions.



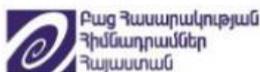
The **target groups** include:

<i>Stakeholders/actors and target groups involved</i>	<i>Mode of Involvement</i>
Media professionals	Will enhance their capacity to report on HR issues in closed institutions and will contribute to the increased coverage of these issues
Human rights experts, activists, watchdog organizations	Will provide insights and expertize on understanding the HR issues in closed institutions, and will gain several opportunities voice their findings and concerns to a larger public.
Responsible state authorities and staff of closed institutions	Will learn to share information and involve into a public debate about the situation in their respective institutions, will react to issues and concerns raised through the Action
Inmates/patients of closed institutions	Will overcome inhibitions to disclose information about the conditions in closed institutions, will speak out their concerns and challenges, will ultimately benefit from any improvements in the HR situations in these institutions resulting from the Action
Larger Public	Will become better informed about the HR violations in closed institutions and more able to exert pressure and demand change.

The **main activities** are:

- Activity 1 **Capacity building**/trainings for media professionals to cover/communicate sensitive issues addressed by the project, i.e. human rights situation/violations at closed institutions. Journalistic training, a media contest and production of journalistic investigations constitute core components of this Activity.
- Activity 2 **Online/TV programs** on human rights situation at closed institutions to include expert reflections and feature stories.
- Activity 3 **Public dialogue** through public discussions, online promotion of Action products and activities, a final conference.

For **more information**, please refer to the **log frame** of this Action and to the **project documents** that will be made available upon assignment.



2. DESCRIPTION OF THE EVALUATION ASSIGNMENT

Type of evaluation	Final evaluation
Coverage	the Action(s) in its entirety
Geographic scope	Armenia
Period to be evaluated	the entire period of the Action to date

2.1. Objectives of the evaluation

Systematic and timely evaluation of its programmes and activities is an established priority¹ of the European Commission². The focus of evaluations is on the assessment of achievements, the **quality, effectiveness** and the **results**³ of Actions. From this perspective, evaluations should **look for evidence of why, whether or how these results are linked to the EU intervention** and seek to **identify the factors driving or hindering progress**.

Evaluations should provide an understanding of the **cause and effect links** between: inputs and activities, and outputs, outcomes and impacts. Evaluations should serve accountability, decision making, learning and management purposes.

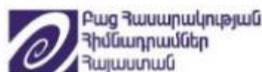
The main objectives of this evaluation are to provide the relevant services of the European Union and the implementing partners with:

- an overall independent assessment of the past performance of the Action to be evaluated, paying particular attention to its results measured against its expected objectives; and the reasons underpinning such results;
- key lessons learned, conclusions and related recommendations in order to improve future Actions and to project stakeholders.

¹ COM(2013) 686 final “Strengthening the foundations of Smart Regulation – improving evaluation” - http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; EU Financial regulation (art 27); Regulation (EC) No 1905/2006; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008

² SEC (2007)213 "Responding to Strategic Needs: Reinforcing the use of evaluation", http://ec.europa.eu/smart-regulation/evaluation/docs/eval_comm_sec_2007_213_en.pdf; SWD (2015)111 “Better Regulation Guidelines”, http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf; COM(2017) 651 final ‘Completing the Better Regulation Agenda: Better solutions for better results’, https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf

³ Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cfr. Regulation (EU) No 236/2014 “Laying down common rules and procedures for the implementation of the Union’s instruments for financing external action” - https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf.



Sustainability of the action.

The **main users of this evaluation** will be the EU Delegation to Armenia, Public Journalism Club NGO and Investigative Journalists NGO, Open Society Foundations - Armenia; in other words, those that are involved in the implementation and the financing of the Action to be evaluated.

2.2. Requested services

2.2.1. Scope of the evaluation

The evaluation will assess the Action using the five standard DAC evaluation criteria, namely: relevance, effectiveness, efficiency, sustainability and the perspectives of the impact. In addition, the evaluation will assess two EU specific evaluation criteria:

- the EU added value (the extent to which the Action brings additional benefits);
- the coherence of the Action itself, with the EU strategy in Armenia and with other EU policies.

The evaluation team/evaluator shall furthermore consider whether target groups and gender were mainstreamed; the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the Action, its management and monitoring.

2.2.2. Indicative Evaluation Questions

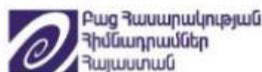
The specific Evaluation Questions as formulated below are indicative. Based on the latter and following initial consultations and document analysis, the evaluation team/evaluator will discuss them with the Contracting Authority and propose in their **Inception Report** a complete and finalized **set of Evaluation Questions with indication of specific Judgement Criteria and Indicators, as well as the relevant data collection sources and tools.**

Once agreed through the approval of the Inception Report, the Evaluation Questions will become contractually binding.

Specific Evaluation Questions

Relevance

- To what extent are the objectives of the Action still valid for the partner country, the partner organization and the beneficiaries?



- Are the expected outputs of the Action consistent with the outcomes and the impact (as part of the analysis of the logframe matrix/programme theory and the presentation of the theory of change and its underlying assumptions)?

Effectiveness

- What were the major factors influencing the achievement or non-achievement of the outcomes/outputs? Also consider any which were possibly beyond the control of the Action.
- To what extent have all Action's stakeholders collaborated as planned?

Efficiency

- Was the Action implemented in the most efficient way (time, personnel resources)?

(Perspectives of the) Impact

- To what extent the project promoted the increase of media coverage and volume of balanced information on the human rights situation in closed institutions.
- To what extent became the participation of state stakeholders more inclusive?
- What was the value added of the project?

Sustainability

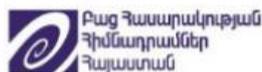
- What did the implementation organisations or any actor involved in the Action learned from the Action and how has this learning been utilised and disseminated?
- What are the changes in the attitude of different involved stakeholders/beneficiaries to inclusive education?

2.3. Phases of the evaluation and required outputs

The evaluation process will be carried out in three phases:

- Inception & Desk
- Field
- Synthesis & Reporting

Phases of the evaluation	Key activities	Outputs and meetings
<u>Inception & Desk Phase</u>	<ul style="list-style-type: none"> • Initial document/data collection • Background analysis • Stakeholder analysis • Reconstruction of the Intervention Logic, description of the Theory of Change 	<ul style="list-style-type: none"> • <i>Kick-off meeting with the Contracting Authority</i> [in Yerevan] • Preliminary schedule of Interviews (if these are planned for this phase)



Phases of the evaluation	Key activities	Outputs and <i>meetings</i>
	<ul style="list-style-type: none"> • Methodological design of the evaluation (Evaluation Questions with judgement criteria, indicators and methods of data collection and analysis) and evaluation matrix • In-depth document analysis (focused on the Evaluation Questions) • Methodological design of the Field Phase • Scheduling of fieldwork activities (incl. schedule of planned interviews) 	<ul style="list-style-type: none"> • Draft Inception report • Final Inception report after discussion with / feedback of Contracting Authority
<u>Field Phase</u>	<ul style="list-style-type: none"> • Gathering of primary evidence with the use of the most appropriate techniques • Data collection and analysis based on the defined Evaluation Questions 	<ul style="list-style-type: none"> • Intermediary Note • <i>Debriefing with the Contracting Authority</i> [in Yerevan]
<u>Synthesis phase & Reporting</u>	<ul style="list-style-type: none"> • Final analysis of findings (with focus on the Evaluation Questions) • Formulation of the overall assessment, conclusions and recommendations • Reporting 	<ul style="list-style-type: none"> • Draft Final Report • Executive Summary according to Annex II • Final Report after final <i>meeting</i> with / feedback of Contracting Authority and involved expert • Slide presentation in Armenian and English

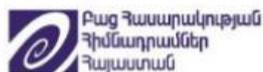
The main content of each output is described in Chapter 5.

The different phases of the evaluation are explained in more detail in Annex I.

3. EXPERTISE REQUIRED

Key Qualifications should be:

- Relevant academic degree (master level) in social sciences and/or human rights related field
- A minimum of three years' experience and expertise in the field/sector of human rights, project management
- Conducted at least three evaluations in the last five years, ideally in the relevant field
- Experience in project cycle management
- Experience in project level evaluations
- Familiarity with donor funded projects, preferably with EU
- Experience preparing and analysing a theory of change
- Experience in social science methods

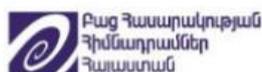


- Excellent oral and written Armenian & English skills
- Sound MS Office and IT skills

The consultants must not have been involved in the design, implementation or monitoring of this project.

4. DURATION / TIMETABLE

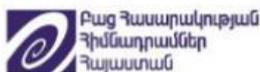
Action	Responsible	Until
Contract signed and documents provided / Kick-Off meeting	Contract signed between PJC and Evaluator	3 rd week of November 2019
Inception & Desk Phase		
Desk Study / First Interviews (based on a shared preliminary schedule of Interviews) / Submission of draft inception report	Evaluator	2 nd week of December 2019
Feedback on Inception report	Evaluation Manager	3 rd week of December 2019
Inclusion of comments in inception report + Submission of final inception report	Consultant	4 th week of December 2019
Field phase		
Field Visit, interviews, feedback workshop, etc.	Evaluator	2 nd – 4 th week of January 2020
Intermediary Note	Evaluator	1 st week of February 2020
Synthesis phase		
Submission of draft final report (incl. draft executive summary and impact review)	Evaluator	18 th of February 2020
Feedback on draft final report (incl. draft impact review and executive summary)	Evaluation Manager	28 th of February 2020
Inclusion of feedback in final draft report (impact review and executive summary)	Evaluator	1 st - 2 nd week of March 2020
Submission of final evaluation report, incl. the executive summary, impact review and the slide presentation (hard copy and electronic copy) to contractor; in English and Armenian.	Evaluator	15 th of March 2020



5. REPORTING

The outputs must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs and tables; a map of the area of Action is required (to be attached as Annex).

	Nr. of Pages (excl. annexes)	Main Content	Deadline for submission (see timetable under Chapter 4)
Inception Report (including Desk Phase)	(appx. 15 pages)	<ul style="list-style-type: none"> • Intervention logic • Stakeholder map • Methodology for the evaluation, incl.: <ul style="list-style-type: none"> ○ Evaluation Matrix: Evaluation Questions, with judgement criteria and indicators, and data analysis and collection methods ○ Field visit approach [including the criteria to select the field visits] • Analysis of risks related to the evaluation methodology and mitigation measures • Work plan & draft schedule of fieldwork activities • Preliminary answers to each Evaluation Question, with indication of the limitations of the available information • Data gaps to be addressed, issues still to be covered and hypotheses to be tested during the field visit 	End of Inception & Desk phase
Intermediary Note	(5 - 7 pages)	<ul style="list-style-type: none"> • Activities conducted during the field phase • Difficulties encountered during the field phase and mitigation measures adopted • Key preliminary findings (combining desk and field ones) 	End of the Field Phase
Draft Final Report	(appx. 25 pages)	<ul style="list-style-type: none"> • Cf. detailed structure in Annex II 	End of Synthesis Phase
Draft Executive Summary	Max 1 page	<ul style="list-style-type: none"> • Cf. detailed structure in Annex II 	End of Synthesis Phase
Draft impact review	1-2 pages	<ul style="list-style-type: none"> • Cf. detailed structure in Annex II 	
Final report	25 – 30 pages	<ul style="list-style-type: none"> • Same specifications as of the Draft Final Report, incorporating any comments received from the concerned parties on the draft report that have been accepted 	End of Synthesis Phase
Executive	Max. 1	<ul style="list-style-type: none"> • Same specifications as for the Draft Executive Summary, 	Together with the



	Nr. of Pages (<i>excl. annexes</i>)	Main Content	Deadline for submission (see timetable under Chapter 4)
Summary	page	incorporating any comments received from the concerned parties on the draft report that have been accepted	final version of the Final Report
Final impact review	1-2 pages	<ul style="list-style-type: none"> Cf. detailed structure in Annex II 	

Language

All reports shall be submitted in English.

The final report, the final executive summary and the slide presentation shall in addition also be submitted in Armenian.

Formatting of reports

All reports will be produced using Cambria or Times New Roman (letter size 11 and 12 respectively), single spacing, double sided. They will be sent in Word and PDF formats.

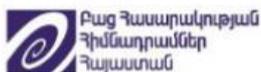
Procedure and Logistics

The Evaluator covers all travel expenses within Armenia; as well as all expenses related to printing, copying, data collection and other support services. The Evaluator is solely responsible for the quality of the work to PJC.

PJC reserves the right not to pay the Contractor or withhold part of the payable amount if one/more requirement(s) established for this assignment are not met or if the deadline set for the accomplishment of the tasks is missed.

6. TERMS OF APPLICATION

The **deadline** for the submission of the application is the **15th of October 2019**. Applications should include:

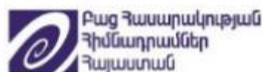


- CV
- Cover Letter: max 300 words, should explain why you think you are qualified for this post and also indicate when you can start to work.
- Brief Concept Note not exceeding 3 pages describing the approach and suggestions for the evaluation.
- Proposed budget of all-inclusive fee in AMD, including separate lines for the Consultancy fee and travel costs (e.g travel, translation, data collection assistance, printing etc,), as deemed necessary for the assignment.

Qualified candidates should send the requested documents to info@pjic.am and in CC to m.sargsyan@publicjournalism.am

Applications that do not include all the required documents will be disqualified.

Applications received after the deadline will not be accepted.



Annex I: Phases of Evaluation

Inception & Desk Phase

This phase aims at structuring the evaluation and clarifying the key issues to be addressed.

The phase will start with initial background study, to be conducted by the evaluators from home. It will then continue with a kick-off session in Yerevan between the Contracting Authority and the evaluator. Half-day presence of the evaluator is required. The meeting aims at arriving at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility. It also serves to clarify expectations regarding evaluation outputs, the methodology to be used and, where necessary, to pass on additional or latest relevant information.

In the Inception phase, the relevant documents will be reviewed. Further to a desk review, the evaluator, based on the Intervention Logic, will develop a narrative explanation of the logic of the Action that describes how change is expected to happen within the Action, all along its results chain, i.e. Theory of Change. This explanation includes an assessment of the evidence underpinning this logic (especially between outputs and outcomes, and between outcomes and impact), and articulates the assumptions that must hold for the Action to work, as well as identification of the factors most likely to inhibit the change from happening.

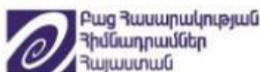
Based on the Intervention Logic and the Theory of Change the evaluators will finalize i) the Evaluation Questions with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the following phases.

The methodological approach will be represented in an Evaluation Design Matrix⁴, which will be included in the Inception Report. The methodology of the evaluation should be gender sensitive, contemplate the use of sex- and age-disaggregated data and demonstrate how actions have contributed to progress on gender equality.

The work plan for the overall evaluation process will be presented and agreed in this phase; this work plan shall be in line with that proposed in the present ToR. Any modifications shall be justified and agreed with the Contracting Authority.

The in-depth desk phase is phase is when the document analysis takes place. Selected interviews with the management and other stakeholders may be realized. The activities to be conducted during this phase should allow for the provision of preliminary responses to each evaluation question, stating the information already gathered and its limitations. They will also identify the issues still to

⁴ The Evaluation Matrix is a tool to structure the evaluation analysis (by defining judgement criteria and indicators for each evaluation question). It helps also to consider the most appropriate and feasible data collection method for each of the questions,



be covered and the preliminary hypotheses to be tested. During this phase the evaluation team shall fine-tune the evaluation tools to be used during the Field Phase.

On the basis of the information collected, the evaluation team should prepare an **Inception Report**; its content is described in Chapter 5.

Field Phase

The Field Phase aims at validating / changing the preliminary answers formulated during the Desk phase and further completing information through primary research.

If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation or not respecting the end of the validity of the specific contract, these elements are to be immediately discussed with the Evaluation Manager and, regarding the validity of the contract, corrective measures undertaken.

During the field phase, the evaluator shall ensure adequate contact and consultation with, and involvement of the different stakeholders; with the relevant government authorities and agencies. Throughout the mission the evaluator will use the most reliable and appropriate sources of information, respect the rights of individuals to provide information in confidence, and be sensitive to the beliefs and customs of local social and cultural environments.

At the end of the field phase, the evaluation team will summarize its work, analyze the reliability and coverage of data collection, and present preliminary findings in a meeting with programme management.

At the end of the Field Phase an **Intermediary Note** will be prepared; its content is described in Chapter 5.

Synthesis Phase

This phase is devoted to the preparation by the contractor of **three distinct documents**: the **Executive Summary**, the **Impact Review** and the **Final Report**, whose structures are described in the Annex II; it entails the analysis of the data collected during the desk and field phases to answer the Evaluation Questions and preparation of the overall assessment, conclusions and recommendations of the evaluation.

The evaluator will present, in a single Report with Annexes, their findings, conclusions and recommendations in accordance with the structure in Annex II; a separate Executive Summary will be produced as well (see Annex II).



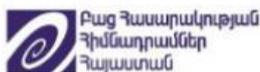
The evaluator will make sure that:

- Their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted.
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place.

The evaluator will deliver and then present in Yerevan the **Executive Summary**, the **Draft Impact Review** and the **Draft Final Report** to discuss the draft findings and conclusions. One half day of presence is required.

The comments shall be consolidated ASAP and be sent to the evaluation team for the report revision.

The evaluator will then finalize the **Final Report**, the **Draft Impact Review** and the **Executive Summary** by addressing the relevant comments.



Annex II: Structure of the Final Report, the Impact Review and Executive Summary

Executive Summary

A short, tightly-drafted, to-the-point and free-standing Executive Summary. It should focus on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons to be learned and specific recommendations.

Impact Review

A short, to-the-point and clear summary not exceeding two pages and focusing on the impact and sustainability of the overall Action.

The main sections of the evaluation report shall be as follows:

1. Introduction

A description of the Action, of the relevant country/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.

2. Answered questions / Findings

A chapter presenting the answers to the Evaluation Questions, supported by evidence and reasoning.

3. Overall assessment (*optional*)

A chapter synthesising all answers to Evaluation Questions into an overall assessment of the Action. The detailed structure of the overall assessment should be refined during the evaluation process. The relevant chapter has to articulate all the findings, conclusions and lessons in a way that reflects their importance and facilitates the reading. The structure should not follow the Evaluation Questions, the logical framework or the evaluation criteria.

4. Conclusions and Recommendations

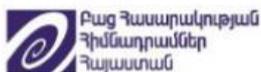
4.3 Lessons learnt

Lessons learnt generalise findings and translate past experience into relevant knowledge that should support decision making, improve performance and promote the achievement of better results. Ideally, they should support the work of both the relevant European and partner institutions.

4.1 Conclusions

This chapter contains the conclusions of the evaluation, organized per evaluation criterion.

In order to allow better communication of the evaluation messages that are addressed to the Commission, a table



4.2 Recommendations

organising the conclusions by order of importance can be presented, or a paragraph or sub-chapter emphasizing the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive.

They are intended to improve or reform the Action in the framework of the cycle under way, or to prepare the design of a new Action for the next cycle.

Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels, especially within the Commission structure.

5. Annexes to the report

The report should include the following annexes:

- The Terms of Reference of the evaluation
- The names of the evaluators (CVs can be shown, but summarised and limited to one page per person)
- Detailed evaluation methodology including: options taken, difficulties encountered and limitations; detail of tools and analyses.
- Evaluation Matrix
- Intervention logic / Logical Framework matrices (planned/real and improved/updated)
- Relevant geographic map(s) where the Action took place
- List of persons/organisations consulted
- Literature and documentation consulted
- Other technical annexes (e.g. statistical analyses, tables of contents and figures, matrix of evidence, databases) as relevant
- Detailed answer to the Evaluation Questions, judgement criteria and indicators