

Terms of Reference

External Evaluation of the Project

JUREMONIA – Justice Reform Monitoring in Armenia

Introduction

The Netherlands Helsinki Committee (NHC) is a non-governmental organisation that promotes human rights, the rule of law and justice in all countries in wider Europe. The NHC develops, seeks funding for, and implements projects which in a practical and effective way build and strengthen the work of government institutions, NGOs, and individual human rights defenders. Its Rights-Based Justice team works on projects strengthening the capacities and cooperation of actors in the justice chain, advising and advocating for reforms for justice systems that are compliant with human rights standards and international practices, and attention to the well-being and rehabilitation of those affected by crime and conflict. In these projects, expertise from inside and outside the organization is used.

The present document represents the Terms of Reference (ToR) for the external evaluation of the NHC project ‘JUREMONIA – Justice Reform Monitoring in Armenia’. This project is implemented by the NHC, Social Justice NGO (SJ NGO), Civil Society Institute (CSI), and Penal Reform International (PRI). The project is funded by the European Union.

Background of the project

The Netherlands Helsinki Committee (NHC), Social Justice NGO (SJ NGO), Civil Society Institute (CSI), and Penal Reform International (PRI) form a consortium to implement the EU-funded project ‘JUREMONIA – Justice Reform Monitoring in Armenia’, which has a duration of 1 February 2022 – 31 January 2026. After the Velvet revolution in 2018, Armenian authorities for the first time adopted human rights-based reforms in the Justice Sector, divided into several strategies. The JUREMONIA project aims to empower CSOs to meaningfully engage in the Justice sector reforms in Armenia as effective, trusted, and sustainable independent actors in order to create a more accountable, transparent, and international human rights-compliant justice system in Armenia.

In order to achieve this goal, the project focuses on three specific objectives:

- 1) Increasing capacity of CSOs in evidence and rights-based monitoring, reporting and advocacy of implementation of justice sector reforms (SO1).
- 2) Strengthening the role of civil society in providing policy proposals and concrete recommendations and action plans for implementation of reforms (SO2).
- 3) Increasing lasting public awareness and debate about justice reform processes, stimulating participation of citizens and media in monitoring efforts and formulating informed public demand as well as increase trust in the institutions to deliver justice to citizens (SO3).

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In order to strengthen the role of civil society in Armenia in promoting human rights and judicial reform and become an effective force, the project aims to strengthen civil society's engagement in justice and police sector reforms and human rights issues on a nation-wide scale. Human rights organisations, CSOs active in justice reform and youth activists are trained in international standards, reporting human rights issues and monitoring the implementation of justice reform strategies, notably the Strategy for Legal and Judicial Reforms, the Anti-Corruption Strategy, the National Strategy for Human Rights Protection, the Strategy of the Penitentiary and Probation, and the Police Reform Strategy. In addition, these groups are trained to formulate rights-based policy advice to the relevant state actors and effectively advocate these in constructive dialogue with these state actors, in order to strengthen the rights of citizens, in particular of vulnerable groups, while teaching materials of Faculties of Law will be reviewed and updated and additional teaching materials will be developed with the help of the Armenian creative industry. The monitoring and reporting role of CSOs and activists is underpinned with public awareness targeted towards active citizen participation in pursuing human rights protection, including prevention of torture, and access to justice, as well as enhancing the national debate on these topics. European and international experts in the field play an important role in all these elements of the project.

Project activities include the following:

- Setting up the “JUREMONIA platform”, an NGO platform uniting Armenian NGOs active in the domain of criminal justice reform and access to justice for peer-to-peer CSO exchange and collaboration.
- Launching a three-pronged small grant scheme aimed at CSOs, media, and academic institutions on monitoring and researching access to justice and emergency humanitarian response activities for displaced persons from Nagorno-Karabakh.
- Providing training workshops for CSOs on monitoring, reporting, and strategic advocacy on Justice reform.
- Performing baseline and endline evaluations of the four Justice reform strategies (i.e. the Prison and Probation, Anti-Corruption, Legal and Judicial, and Police strategies) to monitor progress.
- Organizing roundtables, public forums, and town hall meetings to raise public awareness and debate around justice reform processes.
- Producing policy briefs, joint petitions and campaigns, discussion papers, action plans, recommendations, media coverage, and media products including advocacy social clips and promotions.

Objectives of the project evaluation

An external evaluation for the project for learning and steering purposes by the end of the project period is part of the larger scope. The end of term evaluation will be geared towards generating insight into the project's implementation and the achievement of results, whether intended or unintended. It will include questions regarding the OECD criteria of relevance, effectiveness, efficiency, sustainability, coherence, and impact, as well as learning questions. The evaluation will

develop recommendations resulting from the findings and conclusions that can help improve the current work in this field at the NHC, SJ NGO, CSI, and PRI. NHC will share the evaluation report with the EU as part of the final project report.

The external evaluation will provide the project team with information regarding two topics:

1. To assess the implementation of the project in identified areas.
2. To make informed decisions about lessons learned during the project.
3. To provide recommendations for further activities in the field based on current developments, key takeaways, and achievements.

The evaluation should provide assessment against project goal, objectives and results based on the indicators of the Project logframe, while also considering broader outcomes (such as policy contributions, strengthened advocacy networks, and new partnerships between CSOs and authorities) where applicable. The evaluation should furthermore compliment the endline studies focused on the Justice reform strategies that are currently being undertaken and ensure there is no duplication of efforts.

In order to create ownership over the results of the final evaluation it is crucial that different actors involved in the project actively participate in the evaluation.

The Netherlands Helsinki Committee wishes to contract an external Monitoring & Evaluation (M&E) Expert to undertake the final evaluation of the JUREMONIA project.

Scope of the evaluation and approach on methodology

The process of evaluation will be carried out in a transparent and participatory manner, including consultations with project partners, JUREMONIA platform members, beneficiaries of sub-granting scheme and with a range of stakeholders in the assessment, e.g. state and local governance bodies.

The methodology for the evaluation envisages desk and field research. The *desk research* will be the first step for the evaluation team for:

- Understanding the Project and its specifics;
- Assessing the process through project documentation.

The *sources for the desk research* include:

- Project logframe, indicators, and Project documents;
- Project and partners' reports;
- Project produced materials;
- Project visibility/media reports;
- Other documentation, such as minutes, produced films, etc.

The *field research* will include *interviews* with the project partners, JUREMONIA platform members and stakeholders through semi-structured questionnaires in order to guarantee the availability of both quantitative and qualitative evidence whenever appropriate. Also, the evaluation team will apply the qualitative information collection from beneficiaries and stakeholders.

The *sources of information for the field research* for the evaluation include:

- NHC, SJ NGO, CSI, and PRI project staff, JUREMONIA platform members, and project sub-grantees;
- Other state and non-state stakeholders, as appropriate.

The exact list of respondents should be elaborated in close consultations with NHC.

Travel

Interviews may be held online, where applicable, and in person if cost effective (to be included in budget).

Schedule and deliverables

Considering the benefits of the participatory approach in developing and implementing the external evaluation, NHC encourages the external evaluator to consult the Project team, Project partners, respective stakeholders, and beneficiaries during each stage of the evaluation. Therefore, time resources should be adequately considered during this process.

The Project team will share the ToR and plans for the upcoming evaluation with partners and key stakeholders for availability, participation, and feedback.

Phase	Description of Work Responsibilities	Deliverables	Deadline	Decision Points
Overall Objective	Conduct an external evaluation for the project for learning and steering purposes by the end of the project period. The evaluation will generate insights into the project's implementation and the achievement of results, whether intended or unintended. It will include questions regarding the criteria of relevance, effectiveness, and sustainability, as well as learning questions. The evaluation will include a gender perspective as explained under monitoring. Recommendations will be developed	Evaluation report in English	End of Project Period	NHC will share the evaluation report with the EU

	to help improve ways of working. NHC will share the evaluation report with the EU as part of the final project report.			
Phase 1: Inception	Review project documentation, organise a session with the project team to discuss final evaluation setup and Key Evaluation Questions (KEQs). Obtain pre-meeting input from partners.	Online session/discussion on final evaluation setup Key Evaluation Questions Approved evaluation plan	December 2025	Evaluation plan approved by NHC
Phase 2: Data Collection	Collect information through various activities as detailed in the evaluation plan, based on the final KEQs.	Updates to NHC as necessary	December/January 2026	Regular updates provided to NHC
Phase 3: Analysis and Reporting	Identify framework and tools for analysis and visualisation. Discuss preliminary findings with project partners in a feedback session. Prepare a concise final evaluation report focusing on lessons learnt and recommendations. Ensure partner input and ownership of recommendations.	Feedback session & Final evaluation report (including one round of consolidated review)	January 2026	Preliminary findings discussed in feedback session. Final report submitted by second half of January 2026.

Qualification and skills

- At least 5 years of experience related to research and/or monitoring and evaluation in EU or national/international projects, preferably in the field of access to justice and justice reform.
- Experience of working with donor-funded projects.
- Experience of working with participatory methods/models.
- Fluency in written and spoken English and Armenian.

Application process

Applicants are invited to submit their CV and a workplan not exceeding 20 days of work (maximum 5 pages), including a budget by **Sunday November 30, 23:59 AMT** at the latest to Gaia Rietveld, Junior Programme Officer, at grietveld@nhc.nl. Any questions may also be directed to this email address.

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