



Terms of Reference (ToRs)

Organisational Review of Irish Rule of Law International (IRLI) 2020

1. INTRODUCTION

IRLI seeks the services of a consultant(s) to undertake an independent organisational review of the structure, practices, and procedures of IRLI in order to plan for the development and growth of the organisation from 2021 onwards for a 5-year period.

IRLI is a project-orientated, non-profit rule of law initiative founded in 2007 and incorporated in 2009 by the Law Society of Ireland and the Bar of Ireland. The Law Society of Northern Ireland and the Bar of Northern Ireland joined the organisation in 2015. IRLI has collaborated with academics, judges, legal practitioners, policymakers, and civil society around the world to advance collective knowledge of the relationship between rule of law, democracy, sustained economic development and human rights.

IRLI originated in recognition of the increased emphasis placed on the rule of law in development aid and in response to the number of requests for assistance received involving the rule of law. IRLI believe that members of the Irish and Northern Irish legal professions have a significant role to play in enhancing the rule of law and shaping the progress of fragile societies. IRLI seeks to harness the skills of Irish, Northern Irish and international lawyers to use the law as a means of tackling global injustice and empowering all people to live in a society free from inequality, corruption, and conflict.

IRLI's main programme is in Malawi and aims to improve access to justice for unrepresented accused persons in the criminal justice system in targeted areas in the Central Region of Malawi. This interaction in Malawi began in 2010. The approach is two-fold: capacity building of criminal justice institutions, and support of direct legal service provision. A Programme Lawyer is seconded to each of the key criminal justice institutions, namely the Legal Aid Bureau (LAB), Office of the Director of Public Prosecutions (DPP), the Malawi Police Service (MPS) and the Malawi judiciary. IRLI also works with the Ministry of Gender on a child diversion programme for children in conflict with the law.

In tackling access to justice for the poor and vulnerable, IRLI seeks to implement mechanisms in partnership with local actors to remove obstacles to access to justice in the short-term in order to bring about immediate change at beneficiary level, while also developing systemic, sustainable interventions aimed at providing long-term benefits in the wider criminal justice sector.

The current programme is funded primarily by the Irish Embassy to Malawi (July 2016 - September 2021) and was previously funded by the European Union (EU) Delegation to Malawi (December 2016 –March 2020).

IRLI's longest-running programme is in South Africa and is funded by the Irish commercial law firm Matheson after previously being funded by the Irish Embassy to South Africa. This project has been running since 2007 and is based on Irish commercial lawyers providing training on commercial drafting to lawyers from historically disadvantaged backgrounds.

IRLI's newest programme in Tanzania has just commenced. The project is working on addressing gender-based violence (GBV) through institutional capacity building in the Tanzanian criminal justice



system focusing on child sex abuse (CSA). The funding period is for an initial period of one year, although plans for a second year have been drafted.

IRLI also has two projects in the pre-planning stage. One is looking at child justice in Zambia. The second proposed project is examining the situation of those providing legal advice in South East Europe to refugees, asylum seekers and migrants. IRLI has previously also worked in Bosnia-Herzegovina, Kosovo, Myanmar, Vietnam, Ethiopia, Uganda, Zambia, and Kenya.

2. PURPOSE AND SCOPE OF THE ORGANISATIONAL REVIEW

In order to improve our capabilities and the scope of our work and grow in a structured, balanced, and sustainable manner, an organisational review should be carried out of IRLI. This review would consider how IRLI might increase its impact, in particular its role in promoting the rule of law in the Global South. It would also clearly identify that challenges and risks are associated with IRLI's ambition and build realistic options into the review's recommendations for the realisation of that ambition. The Irish Department of Foreign Affairs and Trade (DFAT) who are the funder of this organisational review have suggested such a review would also potentially form part of their processes to potentially move from funding IRLI projects through the relevant Irish embassies as happens at present, and on to receiving funding from DFAT/Development Cooperation and Africa Division (DCAD) in Dublin/Limerick.

The findings and recommendations from the organisational review could inform the design and implementation of the potential change in the funding model that IRLI has with DFAT at present.

This organisational review will look at IRLI's present set-up while also looking forward to the next 5-year period.

The organisational review aims to:

- 1) assess the status of IRLI's ongoing projects;
- 2) assess the effectiveness of IRLI's operating models;
- 3) collate and analyse lessons learned, best practices established and future challenges;
- 4) plan a way forward for IRLI including assessing funding, staffing needs and improvements needed.

3. KEY ORGANISATIONAL REVIEW QUESTIONS

1. How can IRLI improve its work practices, procedures, and model of operation to move forward in an effective, well-structured sustainable way?
2. How can IRLI best interact with European Union (EU), United Kingdom (UK) and Irish institutions, and others to access funding and improve the exposure and position of Irish and Northern Irish rule of law actors? Additionally, how can IRLI also improve our access to private sector funding streams?



3. How can IRLI improve its work in utilising the goodwill and skills of legal professions from both jurisdictions on the island of Ireland to further our vision of combatting injustice by means of strengthening the rule of law?

4. ORGANISATIONAL REVIEW METHODOLOGY

The organisational review will combine qualitative and quantitative data collection and evaluation techniques using the following methods:

- Desk-based review: The organisational review will examine relevant documents and content produced by IRLI including previous evaluations, programme proposal, work plans, annual and interim reports; the consultant will also research, analyse and compare examples of other legal organisations with similar objectives to IRLI
- Key Informant Interviews (KIIs): A set of KIIs will also be conducted with selected relevant key informants and institutions;
- Focus Group Discussions: Data will also be collected using focus group discussions with programme beneficiaries and other project stakeholders using a pre-designed focus group discussion guide;
- Lessons learned/best practice workshop: Facilitate a workshop to analyse and compile lessons learning and best practice with IRLI staff and other stakeholders

5. DELIVERABLES AND TIMEFRAME

The organisational review will start at the end of December and will take no longer than 33 working days.

Deliverables	Expectations	Timeline
1. Inception Report	An inception report will outline the key scope of the work and intended work plan of the analysis, and evaluation questions. The inception report should detail the reviewer’s understanding of what is being evaluated and why, showing how each organisational review question will be answered including: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.	3 days
2. Data Collection	Undertake desk review, carry out key informant interviews and potential focus group discussions. Facilitate a ‘lessons learned’ workshop with IRLI staff and other stakeholders	20 days
3. Data analysis and draft organisational review	Presentation of initial findings to the IRLI team followed by submission of draft report for review and feedback by IRLI and DFAT/DCAD.	5 days
4. Final Organisational Review submission	The final report (maximum of 30 pages) should be submitted after incorporating the comments received from the IRLI and DFAT/DCAD team. The report should follow the below structure and lay out: 1) Executive Summary (outlining the key findings and recommendations);	5 days



	2) Introduction (including summary of organisational review methodology and limitations). 3) Analysis and findings of the organisational review; 4) Best practices and lessons learned; 5) Conclusions and recommendations.	
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6. MANAGEMENT

The consultant(s) will report to IRLI’s Executive Director. Ultimate management responsibility lies with IRLI’s Executive Director in Ireland. Feedback and comments will be provided by the Chairperson of the Board of Directors of the IRLI, the IRLI Executive Director, the Acting Director of Programmes, the Malawi Programme Country Director as well as relevant DFAT/DCAD staff and other relevant actors.

7. REQUIRED SKILLS AND QUALIFICATIONS

IRLI is expecting to contract a consultant(s) to work primarily remotely. The consultant(s) shall have the following expertise and qualifications:

- At least 10 years of experience in working with international organisations and donors, conducting organisational reviews and/or evaluating programmes with multiple partners with complex implementation modalities;
- A Masters' Degree in social science, international development, law, or related field (or equivalent);
- Demonstrable capacity to deliver high quality outputs within the proposed timeframe;
- Strong analytical and report writing skills;
- Good interpersonal skills and an understanding of cultural sensitivities;
- Experience in evaluating or conducting organisational reviews of similar justice programmes is a strong advantage;
- Experience working in the developing world is a strong advantage.

8. SUBMISSION OF APPLICATIONS

Along with their CV interested candidate(s) should submit:

- 1) A technical proposal explaining their comprehension of the Terms of Reference and how they would approach this assignment within the given time (3-page maximum);
- 2) Two samples of similar previous assignments;
- 3) A financial proposal outlining their expected fees and other expenses.
- 4) All documents need to be submitted by email to info@irishruleoflaw.ie by 9am Irish time (GMT/UTC) on Thursday 10th December