

**Terms of Reference**  
**Irish Rule of Law International's Access to Justice Programme in Malawi**  
**End of Programme Evaluation, 2020**

**1. INTRODUCTION**

Irish Rule of Law International (IRLI) seeks the services of a locally based consultant to undertake an independent evaluation of IRLI's Access to Justice Programme in Malawi

Irish Rule of Law International (IRLI) is an initiative of the Law Society of Ireland, the Bar of Ireland, the Law Society of Northern Ireland and the Bar of Northern Ireland, dedicated to promoting the rule of law in developing countries. IRLI seeks to harness the skills of Irish and Northern Irish lawyers in using 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 programme in Malawi aims to improve access to justice for unrepresented accused persons in the criminal justice system in targeted areas in the Central Region of Malawi. The approach is two-fold: capacity building of criminal justice institutions, and support of direct legal service provision. A Programme Lawyer (PL) 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 - August 2020), with a new grant approved from September 2020 – August 2021, and was funded by the European Union Delegation (December 2016 – December 2019, with a no cost extension until March 2020).

**2. PURPOSE AND SCOPE OF THE EVALUATION**

As the current programme is coming to an end, an evaluation needs to be carried out to assess the impact of the programme in delivering agreed outcomes and objectives. The Irish Embassy to Malawi also require an end of programme evaluation as part of their grant management processes. In addition to this, and in consideration of the substantive evolution of the programme to-date, the evaluation will assess the results achieved to date, highlight lessons learned, and provide feedback and appraisal for IRLI and other stakeholders. The findings and recommendations from the report will inform the design and implementation of future programmes.

This evaluation will cover the time period from July 2016 to August 2020. The evaluation will cover all activities undertaken under the agreed project proposal and the Irish Aid Measurement Framework. The evaluation aims to:

1. Assess the achievement of the programme's outputs and outcomes and identify the factors contributing to the achievement (or otherwise) of the intended results;
2. Assess the relevance and effectiveness of IRLI's operating model, principally the secondment model where programme lawyers are embedded as technical advisers to the relevant criminal justice institutions;
3. Collate and analyse lessons learned, challenges faced and best practices established during the implementation period.
4. Suggest recommendations for programmatic approach for future interventions

### 3. KEY EVALUATION QUESTIONS

Evaluation Criteria	Key Evaluation Questions
<p><b>Relevance/Appropriateness</b> Identify if the programme was properly designed to meet targeted needs through evaluating and assessing programme design, logic, key programme focus and assumptions</p>	<ul style="list-style-type: none"> <li>- Were the objectives, activities and outputs identified realistic, appropriate and adequate to achieve the results?</li> <li>- Did the programme and projects respond to the needs and priorities of the target groups?</li> <li>- Are the activities and outputs of the programme consistent with the intended goal and outcome and the attainment of its objectives?</li> <li>- To what extent did the project reach the most vulnerable groups?</li> <li>- To what extent was the project able to adapt and provide appropriate response to context changes and emerging local needs</li> <li>- To what extent was the project able to adapt and provide appropriate response to the priorities of beneficiaries?</li> <li>- To what extent is the project suited to the priorities and policies of the key stakeholders principally the Government of Malawi and the Irish Embassy to Malawi?</li> <li>- To what extent are the objectives of the project still valid?</li> </ul>
<p><b>Effectiveness</b> To assess the progress made towards achieving the programme goal and objectives based on the log-frame, design and monitoring data</p>	<ul style="list-style-type: none"> <li>- To what extent did the programme achieve its outputs and outcomes?</li> <li>- To what extent have the programme activities contributed to the overall goal?</li> <li>- What were the major factors influencing the achievement or non-achievement of the objectives? How effective is IRLI's operational model (i.e. embedded programme lawyers in the key criminal justice institutions) in achieving the programmes results?</li> </ul>
<p><b>Efficiency</b> To investigate whether the resources (financial, human, and materials) have been used efficiently in achieving the programme's objectives.</p>	<ul style="list-style-type: none"> <li>- How efficient and timely has this project been implemented and managed in accordance with the programme proposal?</li> <li>- Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors)?</li> <li>- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?</li> <li>- Could a different approach have produced better results (and in a shorter time-frame)?</li> <li>- To what extent have inputs been converted into outputs of the project in a timely and cost effective manner?</li> </ul>

	- To what extent does the project make good use of resources in terms of people's expertise, time and the budget?
<p><b>Sustainability</b></p> <p>To assess to what extent are the benefits of the programme likely to be sustained after the completion of this project?</p>	<ul style="list-style-type: none"> <li>- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?</li> <li>- How were capacities strengthened at the individual and organisational level (including contributing factors and constraints)?</li> <li>- Assess the capacity of key partners (government and Non-governmental organisation (NGO)) to sustain the positive changes and continue the programme's key activities?</li> <li>- Describe key factors that will require attention in order to improve prospects of sustainability of programme outcomes and the potential for replication of the approach?</li> </ul>
<p><b>Learning and Best Practice</b></p>	<ul style="list-style-type: none"> <li>- What are some of the key lesson learned and best practices as a result of this programme that can be shared and replicated?</li> <li>- What are the recommendations for similar future interventions?</li> </ul>

#### 4. EVALUATION METHODOLOGY

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

- Desk-based review: The evaluation will review relevant programme documents and content produced before and during programme implementation, including previous evaluations, programme proposal, work plans, annual and interim reports;
- Key Informant Interviews (KIIs): A set of KIIs will also be conducted with selected relevant key informants and institutions within the Central region and Blantyre;
- Focus Group Discussions: Data will also be collected using focus groups discussion 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.

#### 5. DELIVERABLES AND TIMEFRAME

The evaluation will start in mid-December 2020 and will take no longer than 21 working days. The assignment is to be finalised no later than 15<sup>th</sup> February 2021.

Deliverables	Expectations	Timeline
<b>1. Inception Report</b>	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 evaluator's understanding of what is being evaluated and why, showing how each evaluation 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.	<b>3 days</b>
<b>2. Data Collection</b>	Undertake desk review, carry out key informant interviews and focus group discussions. Facilitate a 'lessons learned' workshop with IRLI staff.	<b>10 days</b>

<b>3. Data analysis and draft evaluation report</b>	Presentation of initial findings to the IRLI team followed by submission of draft report for review and feedback by IRLI and Irish Aid.	<b>4 days</b>
<b>4. Final Evaluation report submission</b>	<p>The final report (maximum of 20 pages) should be submitted after incorporating the comments received from the IRLI and Irish Aid team. The report should follow the below structure and lay out:</p> <ol style="list-style-type: none"> <li>1) Executive Summary (outlining the key findings and recommendations);</li> <li>2) Introduction (including summary of evaluation methodology and limitations);</li> <li>3) Analysis and findings of the evaluation;</li> <li>4) Best practices and lessons learned;</li> <li>5) Conclusions and recommendations.</li> </ol>	<b>4 days</b>

## 6. MANAGEMENT

The consultant will report to IRLI's Country Programme Manager in Malawi. Ultimate management responsibility lies with IRLI's Director of Programmes in Dublin. Feedback and comments will be provided by the full IRLI team as well as Irish Aid staff.

## 7. REQUIRED SKILLS AND QUALIFICATIONS

IRLI is expecting to contract one lead consultant to work primarily in Lilongwe, Malawi. The consultant shall have the following expertise and qualifications:

- At least 10 years of experience in working with international organisations and donors, 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 similar justice programmes is a strong advantage;
- Experience working in Malawi is a strong advantage.

## 8. SUBMISSION OF APPLICATIONS

Along with their Curriculum Vitae/resumé interested candidates 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.

Applications must be submitted by email by **5pm (Central Africa Time) on 2<sup>nd</sup> December 2020** to the Country Programme Manager – [programmemanager@irishruleoflaw.ie](mailto:programmemanager@irishruleoflaw.ie)