

Terms of Reference

Position: Evaluation Consultants (International & National)

Closing date: TBD



I. Position Information

Title: “EU-UNDP Support to Justice Sector Reform in Indonesia (SUSTAIN)” Project Final Evaluation

Department/Unit: DGPRU

Reports to: Programme Manager/Technical Advisor, Peace and Justice Cluster, DGPRU

Duty Station: Jakarta

Expected Places of Travel (if applicable): Jakarta, 2 out of 5 pilot courts in Java (Cibinong, Bandung, Sleman, Malang, Kepanjen) and 3 out of 10 pilot courts outside Java (Stabat, Kabanjahe, Singkawang, Pontianak, Manado, Bitung, Kupang, Ambon, Sorong, Jayapura)

Duration of Assignment: 30 working days during a period of three months

Need for presence of IC consultant in office:

partial (the consultant is required to present his/her evaluation plan and findings in the beginning and end of the evaluation exercise at the office)

intermittent (explain)

full time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

Office space: Yes No

Equipment (laptop etc): Yes No

Secretarial Services Yes No

Signature of the Budget Owner: Syamsul Tarigan - Programme Manager/Technical Advisor, Peace and Justice Cluster, DGPRU

II. Background and Context

Since mid-2014 UNDP Indonesia has implemented an EU-funded project called EU-UNDP Support to Justice Sector Reform in Indonesia (SUSTAIN). The overall objective of the project is to enhance public trust in the judicial system through support to the Government of Indonesia in strengthening the rule of law. The specific objective is to increase the transparency, integrity and accountability of the judiciary and the quality of justice services delivered to the people. This five-years project has provided technical supports to the Supreme Court with the aim of achieving strategic results that are directly linked to the Blueprints for Judicial Reform of the Supreme Court.

To achieve its intended objectives, SUSTAIN Project focuses on four sectors:

- a. enhanced internal and external oversight of the judiciary;
- b. enhanced skills and knowledge of judges and court staff;
- c. improved human resource organization and management policies and enhanced case management system designed to increase transparency;
- d. quality of case data and decisions and timeliness of case handling.

The project is implemented under the framework of the UNDP Country Programme Action Plan (CPAP) and applies the National Implementation Modality (NIM) with the Supreme Court is designated as the Implementing Partner. Other key partners include Tax Court, Judicial Commission,

and National Development Planning Agency (Bappenas). Budget for the project is EUR 9,790,400, of which EUR 9,700,000 is funded by EU and the rest is from UNDP Indonesia. Project Document can be found in the following link:

<https://info.undp.org/docs/pdc/Documents/IDN/82733%20PRODOC%20SUSTAIN.pdf>

While major stakeholders of the project are located in Jakarta, implementation of project activities is also carried in the 15 project pilot locations: Stabat and Kabanjahe (Sumatera), Singkawang and Pontianak (Kalimantan), Cibinong, Bandung, Sleman, Malang, and Kepanjen (Java), Manado and Bitung (Sulawesi), Kupang (NTT), Ambon (Maluku), Sorong (West Papua), and Jayapura (Papua).

As the project is entering its final year and in accordance with the project's M&E Plan, a final evaluation of the project needs to be conducted to measure results and impacts of the project. This evaluation is part of UNDP commitment to results based management. Evaluation results will be used to improve project and programme design and implementation in the future.

III. Evaluation Purpose, Scope, and Objectives

The evaluation will investigate and assess the relevance, effectiveness, efficiency, and sustainability, and impact of the project. It will also cover cross-cutting issues such as gender and human rights and identify lessons learned and best practices, and to provide recommendations for further programming. The evaluation will focus on project implementation since the beginning in mid-2014 to now (Q1 2019).

- **Relevance:** evaluate the extent to which intended output of the SUSTAIN project are consistent with national and local policies and priorities and the needs of intended beneficiaries. Also evaluate the extent to which SUSTAIN project was able to react to changing and emerging development priorities and needs in a responsive manner.
- **Effectiveness:** evaluate the extent to which the intended results of SUSTAIN project have been achieved. This includes an assessment of cause and effect - that is attributing observed changes to project activities and outputs.
- **Efficiency:** evaluate how economically resources or inputs (such as funds, expertise and time) were converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs.
- **Sustainability:** evaluate the extent to which benefits of SUSTAIN project continue after external development assistance has come to an end. This includes evaluating the extent to which relevant social, economic, political, institutional, and other conditions are present and, based on that assessment making projection about the national capacity to maintain, manage and ensure the development results in future.
- **Impact:** evaluate changes in human development and people's well-being that are brought about by the project, directly or indirectly, intended or unintended.

A complete list of evaluation questions (and sub-questions) will be developed by the evaluation team. Indicative questions to be addressed in the evaluation can be found in **Section IV**.

IV. Evaluation Criteria and Key Guiding Questions

Evaluation questions define the information that the evaluation will generate. Questions are grouped according to the four DAC/OECD evaluation criteria, namely relevance, effectiveness, efficiency, and sustainability.

Relevance:

1. To what extent was the project in line with the national development priorities, the CPD outputs, UNPDF/CPD outcomes, UNDP Strategic Plan and the SDGs?
2. To what extent were lessons learned from other relevant projects considered in the project's implementation?
3. To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness

1. To what extent did the project contribute to the UNPDF/CPD outcomes and CPD outputs, the SDGs, UNDP Strategic Plan and national development priorities?
2. To what extent were the project outputs achieved and/or not achieved? What factors have contributed to it?
3. In which areas does the project have the greatest achievements? Why and what have been the supporting factors?
4. In which areas does the project have the least achievements? What have been the constraining factors and why? How can they or could they be overcome?
5. What, if any, alternative strategies would have been more effective in achieving the project's objectives?
6. Are the project's objectives and outputs clear, practical, and feasible within its frame?
7. To what extent have stakeholders been involved in project implementation?
8. To what extent is project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
9. To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
10. To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency

1. To what extent was the project management structure and resources as outlined in the Project Document efficient in generating the expected results?
2. To what extent has UNDP's project implementation strategy and execution been efficient and cost effective?
3. To what extent have project funds and activities been delivered in a timely manner?
4. To what extent do the monitoring and evaluation systems utilized by UNDP ensure effective and efficient project management?
5. In as much as the Project mandate was to improve the perception of the Justice system by society, to what extent the results achieved have been publicized?

Sustainability

1. To what extent will financial and economic resources be available to sustain the benefits achieved by the project? What are the financial risks that may jeopardize the sustainability of project outputs?

2. Will the level of stakeholder's ownership be sufficient to allow for the project benefits to be sustained?
3. To what extent do stakeholders support the project's long-term objectives?
4. To what extent are lessons learned being documented by the Project Team on a continual basis and shared with appropriate parties who could learn from the project?
5. To what extent do UNDP interventions have well designed and well-planned exit strategies?
6. As the Project objective was partly to change mentalities, which policies has the Project contributed to establish which will guarantee the sustainability of changes in the stakeholders' mindsets?
7. What could be done to strengthen exit strategies and sustainability?

The consultant will have to develop specific list of questions under the above key questions that will help generate information required. Evaluation questions must be agreed upon by UNDP.

V. Methodology

In order to answer the key guiding questions, this section explains some evaluation methods suggested by UNDP. The team of the evaluators, however, will design an evaluation inception report that specifies the step-by-step methods the evaluation will use to collect the information needed to address its purpose and objectives. The overall approach and methodology should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources (for more details see the UNDP Evaluation Guidelines 2019:

<http://web.undp.org/evaluation/guidance.shtml#handbook>).

Methodological approaches may include some or all of the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **Document review of all relevant documentation** this would include a review of
 - Project Document (Contribution Agreement),
 - Theory of change and results framework
 - Quality assurance reports
 - Annual Work Plans,
 - Activity Designs,
 - Consolidated Quarterly and Annual Reports,
 - Results Oriented Monitoring Report,
 - Highlights of Project Board Meetings and
 - Technical/Financial Monitoring Reports amongst other documents.
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners;
 - **Development of evaluation questions** developed around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

- **Surveys and questionnaires** including participants in development programmes, UNCT members, and/ or surveys and questionnaires involving other stakeholders at strategic and programmatic level;
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The Evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions etc.
- **Data review and analysis** of monitoring and other data sources and methods.
 - Ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.

Final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report of the evaluation and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

VI. Evaluation Products (Deliverables)

At minimum, the evaluation consultant is accountable for the following products:

- **Evaluation inception report (10-15 pages):** An inception report should be prepared by the evaluators before going into the full-fledged data collection exercise. Based on the Terms of Reference, initial meetings with PMU, UNDP programme staff and QARE Unit, and desk review of relevant documents, the evaluators should develop the inception report. The inception report will be reviewed and approved by UNDP. The evaluator cannot start the data collection process prior to UNDP's approval on the inception report. The report should include, at minimum:
 - **Scope of Evaluation:** A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined, along with evaluation criteria and key evaluation questions.
 - **Evaluation methodology,** such as clear outlines of FGDs and interview guide, survey questionnaires, and an evaluation timeline with specific deadlines for each deliverable. The inception report should also clearly explain the sampling methodology and sample size should a quantitative survey be used as a method, and clear and logical explanation of the number of FGDs and KIIs planned in each location.
 - **Evaluation matrix:** It identifies the key evaluation questions and how they will be answered by the methods selected.
- **Evaluation debriefings:** immediately following an evaluation UNDP may ask for a preliminary debriefing and findings.
- **Draft Evaluation report (40 to 60 pages including executive summary):** UNDP and PMU will review the draft evaluation report to ensure that the draft evaluation report addressed the content required (as agreed in the TOR and inception report) meets the required quality criteria as outlined in the UNDP Evaluation Guidelines. It is likely that the evaluator will be asked to present the draft to PMU, UNDP and Project Board members. Otherwise, a back and forth review process, facilitated by UNDP will allow PMU and partners to provide input towards the report. Evaluator must address the input from UNDP and partners, otherwise provide a rational

counter-argument based on the evidence on why it cannot be addressed. The review and feedback of the report could be more than one rounds depending on the quality of the report submitted by the consultant and the extent to which the comments and suggestions from the first round of review have been incorporated.

- **Evaluation report audit trail:** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report (40 to 60 pages including executive summary):** The report should be written strictly in English and shall follow the UNDP evaluation report template as stipulated in the UNDP Evaluation Guidelines 2019 (Annex 3 UNDP evaluation report template and quality standards) and must fulfill the Quality Assurance requirements as stipulated in the UNDP Evaluation Guidelines 2019 (Section 6.10.2 on Evaluation report structure, methodology and data sources; Section 6.10.3 on Cross-cutting issues; and Section 6.10.4 on Evaluation results).
- **Presentations to stakeholders and/or evaluation reference group (Project Board):** The evaluator is required to present the results of the evaluation to commissioner and representatives of stakeholders, including project board members and donor. This presentation meeting may take place after the first draft of the evaluation report is received- or after all final evaluation processes has been completed. To support the presentation, the evaluation needs to prepare a 15 minutes-long presentation document (in PowerPoint or other similar formats) which highlights the evaluation background, scope, methodology, findings, and recommendation in a visually pleasing way. The document must be both in English and Bahasa Indonesia.
- **English Editing:** The consultant is responsible for English editing of the final report and should be well formatted. The report will be credited to the evaluator and potentially placed in the public domain at the decision of UNDP.
- **All handwritten and electronic transcripts of interviews and FGDs, hard copies of the survey questionnaires, any logistics taken from UNDP or PMU for the evaluation purpose and photographs taken during the evaluation should be submitted to UNDP. Further to this, all information generated during the baseline will be the sole property of UNDP and is subject to submission to UNDP along with the final report or the termination of contract.**

Review/approval time required to review/approve the outputs prior to authorizing payments:

No	Deliverables	Payment	Due date
1.	Inception report – as stated in Section VII and Evaluation work plan (Schedule of key milestones, deliverables and responsibilities.)	20%	Day 6
2.	Draft evaluation report and presentation of draft report	40%	Day 21
3.	Final evaluation report	40%	Day 30
	Total Working Days	30 days over a period of 3 months	

Submit the expected written outputs above in printed and soft versions; MS Word (.doc) format including power point presentation when necessary.

VIII. Evaluation Team Composition and Required Competencies

The evaluator team will consist of two consultants: one international and one national. Roles and responsibilities and qualification of the team are as follow:

a. International consultant

Role and responsibilities:

The international consultant will act as the team leader. He/she will take lead in all aspects of the evaluation and be responsible for timely submission of all deliverables. Accordingly, the team leader is responsible of the following tasks:

- Forming and managing the team;
- Being the main point of contact to UNDP throughout the evaluation processes;
- Identifying and define evaluation priority areas, methodology and indicators;
- Designing and overseeing data collection;
- Analyzing data and findings
- Submitting the final report;
- Make a brief presentation of findings and recommendations to UNDP and partners, including donors.

Expertise and qualification:

1. At least master's degree in law, public policy, international development or relevant fields;
2. At least 15 years extensive international experience in the field of judicial sector reform, at least in three countries. Prior experience in Indonesia is important added advantage;
3. At least 10 years experience in conducting evaluation in the field of development policies
4. Knowledge and understanding of international and country-level implementation of judicial sector agenda;
5. Experience with UNDP mandate, policy, procedures, and programme management;
6. Fluent in English. Working knowledge in Bahasa Indonesia is added advantage;
7. Excellent written and verbal communication skills in English. Fluency in spoken and reading Bahasa Indonesia is added advantage; and
8. Knowledge and experience in gender issues is added advantage.

b. National consultant

Role and responsibilities:

The national consultant will assist the international consultant in conducting all aspects of evaluation. In particular, he/she will assist in data collection, provide translation services if needed, and support in analysis, report writing and presentation.

Expertise and qualification:

1. At least master's degree in law;
2. At least 10 years extensive experience in the field of judicial sector reform;
3. At least 5 years experience in evaluation projects in the field of development policies;
4. Knowledge and understanding of country-level implementation of judicial sector agenda;
5. Extensive experience with UNDP or other international organizations;
6. Fluent in English; and
7. Excellent written and verbal communication skills in English.

VIII. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation. The Consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on it data. The Consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

While evaluating this project, evaluators also need to critically consider some of the following aspects

Consent: Evaluators should respect the dignity and diversity of evaluation participants. Further, prospective evaluation participants should be treated as autonomous, be given the time and information to decide whether or not they wish to participate, and be able to make an independent decision without any pressure. Hence, whenever possible, respondents in interviews, focus groups, surveys and observations should give informed consent prior to data gathering.

Confidentiality of research data: All personal information about participants in programs is very sensitive, but this may be particularly the case for interventions attempting to counter violent extremism. This means that the identity of participants must remain confidential and that care should also be taken that participants cannot be indirectly identified. Moreover, in some evaluations, evaluators might want to ask for sensitive information from participants in P/ CVE interventions, for example about their political or religious views. Hence data that respondents have provided should be kept confidential and stored securely.

XI. Implementation Arrangements

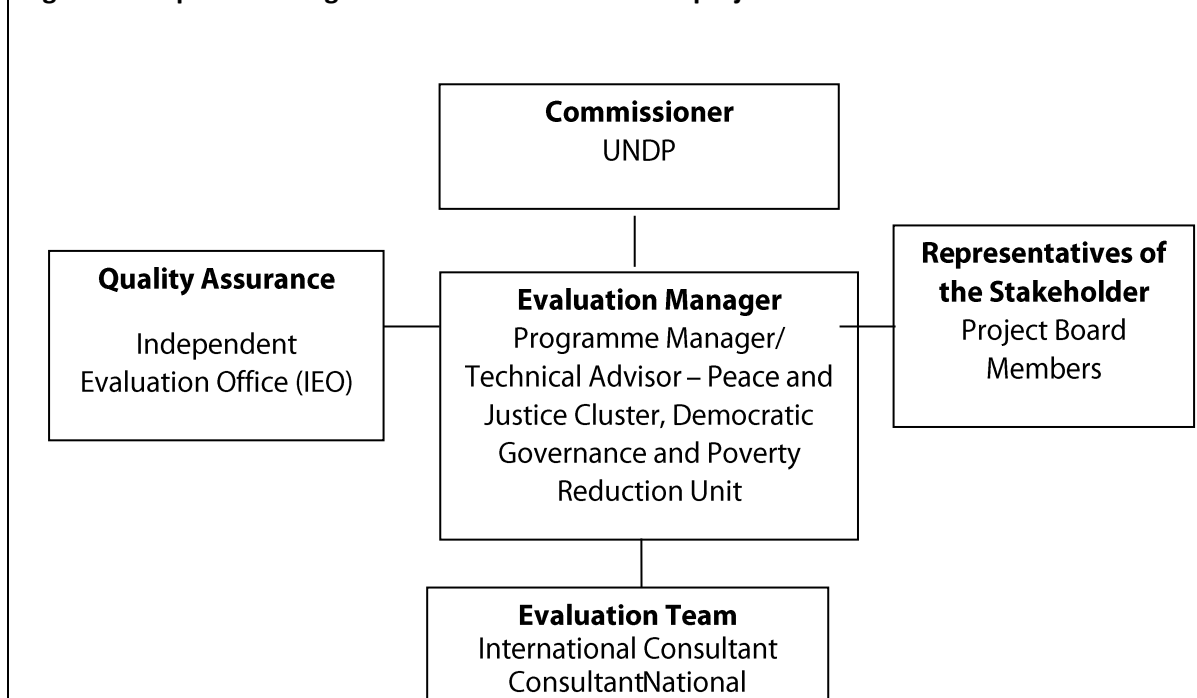
The consultant will compose an evaluation team under his/her supervision. The roles of evaluation team and its relations vis-à-vis other evaluation stakeholders are described in the table below and in the management structure.

Table 1: Key roles and responsibilities in the evaluation process

Person or Organization	Roles and Responsibilities
Evaluation Commissioner (UNDP)	<ul style="list-style-type: none">• Determine which output will be evaluated and when• Provide clear advice to the evaluation manager at the onset on how the findings will be used• Respond to the evaluation by preparing a management response and use of findings as appropriate• Take responsibility for learning across evaluation on various content areas and about evaluations• Safeguard the independence of the exercise• Allocate adequate funding and human resources
Quality Assurance (Independent Evaluation Office):	<ul style="list-style-type: none">• Review documents as required and provide advice on the quality of the evaluation and recommendation for improvement through the Evaluation Resource Center (erc.undp.org) site.
Evaluation Manager (Programme Manager/ Technical Advisor – Peace and Justice Cluster, Democratic	<ul style="list-style-type: none">• Lead the development of the evaluation TOR• Manage the selection and recruitment of the external evaluators• Manage the contractual arrangements, the budget, and the personnel involved in the evaluation

Governance and Poverty Reduction Unit):	<ul style="list-style-type: none"> • Provide executive and coordination support to the reference group • Provide the evaluators with administrative support and required data • Liaise and respond to the commissioners • Connect the evaluation team with the wider programme unit, senior management and key evaluations stakeholders, and ensure a fully inclusive and transparent approach to the evaluation • Review the inception report and the draft evaluation report; ensure the final draft meet quality standard
Representatives of the Stakeholder: Project Board members	<ul style="list-style-type: none"> • Oversee progress and conduct of the evaluation • Review the draft evaluation report and ensure final draft meets quality standards
Evaluation Team	<ul style="list-style-type: none"> • Fulfil the contractual arrangements as stipulated in the TOR, in line with the United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports, briefing the commissioner and stakeholders on the progress and key findings and recommendations as needed.

Figure 1: Proposed management structure for CONVEY project evaluation



X. Time Frame for Evaluation Process

Activity	Days	Date of completion	Place	Responsible party
Inception Report				
Development of Inception Report	5 days	Within 2 weeks of contract signing	Home Based	Evaluation Team

		10 May 2019		
Comments and approval of Inception Report	-	Within 5 days of submission of the Inception report 15 May 2019	Via email	Programme Manager cum Technical Advisor
Data Collection Mission				
Meeting briefing with UNDP	-	20 May 2019	UNDP Indonesia	Programme Manager cum Technical Advisor
Consultations and field visits	10 days	20 May to 30 May 2019	In Country with field visits	Programme Manager cum Technical Advisor; SUSTAIN will assist in arrange
Debriefing to UNDP and Project Board	1 day	31 May 2019	In Country	Evaluation Team
Evaluation Report Writing & Consultation				
Preparation of draft evaluation report	5 days	Within 3 weeks of the completion of the Field Mission Up to 20 June 2019	Home Based	Evaluation team
Draft Report Submission	-	21 June May 2019		Evaluation team
2 nd visit to present Draft Final Report and consolidate comments to the Draft Final Report	6 days	24 June to 28 June 2019	In Country	Programme Manager cum Technical Advisor; SUSTAIN will assist in arrange
Finalization of the evaluation report	3 days	Within 1 weeks of submission of comments 4 July 2019	Home Based	Evaluation Team
Submission of the final evaluation report to UNDP	-	5 July 2019	Home Based	Evaluation team
Estimated Total days for the evaluation	30			

VIII. Application for Submission and Criteria for Selection

Interested candidate must submit the following documents as part of their application:

- Evaluation proposal maximum 6 pages, including the methods and methodology to be adopted/ applied.
- Detailed budget estimates and price quote
- Curriculum Vitae with clear description of work history that demonstrate the above competence and qualifications.
- Writing sample of Evaluation Report is recommended