

REQUEST FOR PROFESSIONAL SERVICES

TERMS OF REFERENCE

FOR THE

END OF PROGRAM & LESSONS LEARNED ASSESSMENT

OF THE

**Justice Undertakings for Social Transformation Program
(JUST)**

Project Number: P-000047

**Caribbean Regional Program
Americas Branch (Caribbean Program)
Department of Foreign Affairs, Trade and Development Canada**

Proposals must be received electronically by:

23h59 Jamaica time

on

April 27th 2020

At:

Kngtn-da@international.gc.ca

March 21st 2020

LIST OF ACRONYMS

CIDA:	Canadian International Development Agency
CSO	Civil Society Organisation
DFATD:	Department of Foreign Affairs, Trade and Development Canada
DFID	Department for International Development (UK/Aid)
EU	European Union
GE:	Gender Equality
GAC:	Global Affairs Canada
IDP	International Development Partner
IGDS	Institute for Gender and Development Studies/ UWI
JRIP	Justice Reform Implementation Plan
JRIU:	Justice Reform Implementation Unit
JUST:	Justice Undertakings for Social Transformation
LM:	Logic Model
LoE:	Level of Effort
M&E	Monitoring and Evaluation
MOJ:	Ministry of Justice, Jamaica
PSC:	Project Steering Committee
PMF:	Performance Measurement Framework
PTL:	Project Team Leader (GAC Development Officer)
RBM:	Results-Based Management
SoW:	Scope of Work
TOR:	Terms of Reference
UNDP:	United Nations Development Program

THE JUSTICE UNDERTAKINGS FOR SOCIAL TRANSFORMATION (JUST) PROGRAM

END OF PROGRAM & LESSONS LEARNED ASSESSMENT

1. Background, Rationale, Purpose and Specific Objectives of the Assessment

The End of Program and Lessons Learned Assessment for the Justice Undertakings for Social Transformation (JUST) Program has been commissioned at this point in time due to its imminent closure (March 2020).

1.1 Background to the Consultancy:

The Justice Undertakings for Social Transformation Program (JUST) is a Global Affairs Canada (GAC)-initiated project.¹ It is an exception to GAC's predominately regional programming strategy for the Caribbean, in that the JUST operates bilaterally in Jamaica only. The program was initially intended to run for 4 years (2008-2012). However, due to administrative and legal issues that affected the capacity of the selected executing agency to implement the program, it had to be restructured and only began operations in December 2011, with an extension granted to 2019/20.

The implementation design for the re-structured program was a complex one, with two separate implementing partners, Department of Justice Canada, and the UNDP Jamaica Mission (2011 onwards), a plethora of beneficiaries including the Ministry of Justice², their departments and agencies as well as the Office of the Director of Public Prosecutions and the Courts. Initially, when there was no overarching executing agency or coordinator in place, the GAC PTL provided guidance and assistance to the implementing agencies. This arrangement was not sustainable, as this role required a full-time focus.

In 2015, GAC decided to conduct an Operational Review of the program, 4 years after the re-scoping. The main purpose of the review was to gain insight into the appropriateness and/or adaptability of the implementation approach, management systems and partnership structures used by the program; and to identify and assess progress towards the intended outcomes and impact, as well as sustainability, amongst other objectives. A recommendation arising from the review indicated the critical need to contract an overall Project Manager to coordinate and bring cohesion to the disparate elements of the JUST program, especially in light of the forthcoming role of civil society organizations (CSOs). As part of the approved implementation design the final component of the JUST (Social Order) required the program to contract several local CSOs to implement various initiatives engaging with civil society around issues of justice reform.

In 2017, a full time Project Manager/Coordinator was contracted by GAC to bring a results-based management approach, and coherence amongst all implementing partners. Additionally, a Project Monitor was contracted to review, adjust and update the PMF, assist the program in obtaining results and improve linkages with the GAC regional justice sector projects. In 2018/19, several NGO sub-awardees were contracted to support Social Order initiatives, through the UNDP implementing Partner.

¹ The JUST is a program with multiple initiatives or projects implemented by a variety of partners; however, with DFATD/GAC a development initiative is referred to as a project and thus internal functions and mechanisms use the term project rather than program.

² The Ministry of Justice also played a role as implementer within their MDAs, thus being both beneficiary & implementing partner.

The JUST program is slated to close on March 31st 2020, and given the complexities of the program there are some strategic lessons to be learned, and areas that could be leveraged for current and future programming of GAC.

1.2 Rationale:

The rationale to conduct an End of Program and Lessons Learned Assessment instead of a traditional summative evaluation is based on the significant monitoring and evaluating (M&E) work already done within the JUST, and that is continuing in this final month of the program. Examples of M&E activities include:

1. A mid-term Operational Review was conducted in 2015/16 – with follow-up on the recommendations
2. The GAC Project Monitor has updated the JUST PMF (outcome indicators in the institutional component and all indicators of the social order component) and initiated data collection processes from the various justice sector institutions and CSO implementers.
3. The GAC Project Manager has been reporting using cumulative outcome data.
4. The GAC Project Monitor is in process of developing a JUST ‘Sustainability Report Card’ as requested by the PTL for purposes of tracking sustainability of selected processes: institutional and social order components; and to support forward planning.
5. The Ministry of Justice is developing a sustainability strategy.
6. The UNDP conducts regular quality assessments and audits as part of their roles and responsibilities.

Based on the above it is proposed that an assessment, prioritising the identification of major achievements to analyze success factors and lessons learned would be best use of time and money. This knowledge would be essential for future programming in justice reform at the bilateral level in Jamaica, as well as to inform the current and future programming of the regional GAC justice projects – IMPACT Justice and JURIST.

1.3 Purpose:

The purpose of the End of Program & Lessons Learned Assessment is to have a product that serves the purposes of accountability, learning and decision-making. The Assessment seeks to:

- Account for major development results to stakeholders (including local partners and beneficiaries) as well as GAC, IDPs, and other interested parties.
- Inform decision-making for current projects/programs focused on justice reform in the Caribbean program/region.
- Guide the development of future justice reform initiatives in Jamaica and the Caribbean program/region.

The intended end users of this assessment are the direct beneficiaries of the program - the Jamaican Justice Sector Partners, Implementing Partners (UNDP, Justice Canada, selected CSOs), GAC JUST Program team, and GAC’s Caribbean program team – (in particular the Justice Sector team and Project Team Leader (PTL) of the regional IMPACT Justice and JURIST projects, and their program teams.

1.4 Specific Objectives and Scope of Work of the End of Program & Lessons Learned Assessment

The specific objectives of the assessment are the following:

1. Assess the effectiveness of the development intervention in terms of:

- a) Identification of success factors *of key achievements* in each component,³ and as possible, the enabling environment factors that contributed to them.
 - b) Identification of limitations and/or barriers that hindered the achievement of selected program initiatives.
 - c) Conduct a targeted gender analysis within the scope of the identified limitations/barriers, and the extent to which each limitation/barrier affected the ability of the program to be 'Gender-Responsive'.
2. Assess the likelihood of sustainability of key program results, based on a review and analysis of:
 - a) The JUST PMF
 - b) The JUST 'Sustainability Report Card'
 - c) The JUST Annual Reports
 - d) The GAC Project Monitor's final report and selected Mission and Quarterly Reflection Reports
 - e) The GAC Project Manager narrative progress reports, and the End of Project Report (if available)
 - f) The extent to which the MOJ sustainability strategy (if completed) supports the likelihood of continued institutionalisation of program interventions
3. Assess the intervention for Coherence,⁴ specifically:
 - a) Assess for Internal coherence – assessing the extent to which the synergies and interlinkages between the intervention and –
 - Other government of Jamaica (particularly the Ministry of Justice) initiatives (policy, programmes)
 - Other GAC justice reform interventions with a footprint in Jamaica (IMPACT Justice, JURIST)
 - b) Assess for External Coherence – with particular focus on existence and levels of harmonisation and the extent to which duplication has been avoided, or not with:
 - Other IDP supported justice reform interventions (e.g. EU, USAID, DFID)
4. Based on the assessment of the effectiveness, sustainability and coherence of JUST achievements, identify Lessons Learned from the JUST that will be useful for other justice reform initiatives.
 - a) Identify the lessons derived from the assumptions applied by the JUST partners during implementation in terms of implementation methods and technical aspects (and the accuracy of those assumptions).
 - b) Ensure lessons learned consider the accuracy of assumptions related to institutional reform, capacity building, people-centered access to justice, and gender responsive justice.
 - c) Link lessons learned to promising good practices involving justice sector institutions and civil society in justice reform.

³ The consultant will be expected to determine key achievements to focus this aspect of the assessment during the inception phase.

⁴ See OECD-DAC Network on Development Evaluation, Better Criteria for Better Evaluation: Revised Evaluation Criteria, Definitions and Principles for Use (December 2019). <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

5. Provide a set of Recommendations based on a comprehensive analysis of findings and lessons learned, specifically aligned to:
 - a) Recommendations based on programming implementation success factors and limitations in order to inform future programming in the Justice Reform sector in Jamaica.
 - b) Recommendations related toward an improvement in integrating Gender issues in future justice reform interventions. Specifically, Gender Equality, Gender Equity, and Gender Responsiveness, as relevant, given the distinctiveness of the Justice Sector.
 - c) Recommendations for current GAC⁵ Justice Reform regional projects, in particular those that have a footprint in Jamaica. These should be based on (i) Lessons Learned, (ii) programming implementation gaps with particular focus on harmonisation and coordination, (iii) promising good practices; and (iv) potential for leveraging (specific) JUST interventions for further continuity and sustainability of GAC's work in Justice Reform in the Caribbean.

The following sub-sections briefly describe the context of the development intervention, details of the development intervention being assessed, the intervention logic and stakeholders.

2. Context, Description, Implementing Partners and Stakeholders

2.1 Development Context

Jamaica has been a stable democracy since its independence in 1962, with free expression of opinion, a free press and well-established traditions of democratic participation. In spite of many challenges, Jamaica has made substantial progress in social development over the years.

Justice reform is an ongoing priority of the Government of Jamaica. The Government of Jamaica approved in September 2015 the Justice Reform Implementation Plan (JRIP) 2015-2020 (supported by Canada), which had set out the major strategic objectives and priority initiatives for the reform of the justice sector by 2020. The JRIP was integrally linked to the country's economic development and growth agenda and the achievement of the Vision 2030 – National Development Plan, particularly 'Goal # 2: The Jamaican society is secure, cohesive and just'; and 'National Outcome # 6: Effective Governance - Reform of the justice system. The plan is also in-sync with Sustainable Development Goal #16: Peace, Justice and Strong Institutions, the global target to 'promote the rule of law at the national and international levels and ensure equal access to justice for all'. Importantly, it also links with Canada adoption of the Feminist International Assistance Policy, in particular the action area of Inclusive Governance. Canada aims to foster equitable access to formal or informal justice services through reforms that strengthen the gender responsiveness of the justice system, increase the reach of justice services, and improve women's and marginalized people's depth of understanding and legal awareness.

The seven priority areas for justice reform (strategic objectives) under the JRIP 2015-2020 were:

(i) Ensuring fair and timely case resolution; (ii) Improving access to justice; (iii) Strengthening the judiciary and its workforce; (iv) Strengthening linkages between Justice Sector Institutions; (v) Establishing a sound Court Infrastructure; (vi) Implementing a social component to the delivery of justice; (vii) Strengthening public trust and confidence.

The JRIP has enjoyed unprecedented local bipartisan support and has provided entry points for complementary actions by various International Development Partners (IDPs). The development of the

⁵ Other IDP initiatives (e.g. EU/JRIP2) may also benefit as determined by the GAC PTL

JUST Program was Canada’s strategic investment and response to the findings of the JRIP. Canada’s investment in the justice reform sector encouraged other IDPs to become involved over time.

The Ministry of Justice has planned for a JRIP II (2021 – 2026), which is currently being developed through a technical assistance consultancy supported by the European Union (EU).

The Rule of Law Index, at the global level, ranks Jamaica (2019) as 50 out of 126 countries. Within Latin America and the Caribbean (LAC) Jamaica ranks 13 out of 130 countries. Of particular concern for Jamaica are their rankings on specific factors that contribute to the overall ranking – Order & Security: ranked 104 out of 126; Civil Justice: ranked 69 out of 126; Regulatory Enforcement: ranked 52 out of 126; Enforcement of Criminal Justice: 49 out of 126, and Corruption: 49 out of 126. Indeed, the Corruption Perception Index shows that Jamaica has fallen by 2 places (70 out of 180 countries – 2018 index) compared to 2017 when the country placed 68 out of 180 countries.

In the past few years, several legislative, procedural, and operational reform measures affecting the justice system have been adopted and continue to be implemented in an effort to improve justice delivery to the public. For the 2019/2020 fiscal year the Ministry of Justice has focused on advancing the reform of the Justice System through the *Modernization of Justice Infrastructure, Increasing Access to Justice Services, Strengthening the Legislative Framework* and *Protecting Human Rights and Freedoms*. A major focus going forward is the emphasis on increasing access to justice services at the community level – including Alternative Dispute Resolution (ADR), Child Diversion programmes, Restorative Justice, and expansion of legal aid services, particularly supported by two additional legal aid mobile units, provided under the JUST programme.

Complementing this work has been the visionary leadership by the Chief Justice, the Honourable Mr. Justice Bryan Sykes, who has for the first time in Jamaica’s legal history led the development of a strategic business plan for the Jamaican Judiciary (2019-2023). The plan lays out a ‘6-year journey to excellence’ with appropriate and strategic targets and measures. The strategies speak directly to the weaknesses and emerging strengths within the Judiciary. Both the Ministry of Justice’s new vision of a ‘First Class Justice System’ and the Courts Strategic Plan offer strong foundational entry points for supporting justice reform in Jamaica.

The JUST program has been instrumental in supporting Justice Reform in Jamaica through working with the Ministry of Justice and other justice sector entities, including the Courts. In March 2019, the penultimate year of the program, saw the Legal Technical Assistance Component completed, with significant results. The Social Order, the final component of the JUST program commenced in 2018/19, is currently supporting engagement of civil society, and in particular, increased access to justice for citizens and support to child and vulnerable witnesses, as well as bringing a gender responsive focus to all aspects of that component.

2.2 Detailed Description of the Development

The *“Justice Undertakings for Social Transformation (JUST)”* Program aims to contribute to the progressive strengthening of the justice system in Jamaica and focuses primarily on providing technical legal assistance, capacity building, and institutional strengthening support, to strengthen justice sector institutions in Jamaica. The total value of Canada’s contribution to JUST is \$19.8 Million.

The word “Program,” as used in the title of JUST, is meant to convey that the investment is supporting a wide range of interventions, which will eventually include one or more sub-projects, across four distinct areas:

1. Institutional strengthening of the main justice sector institutions (Ministry of Justice, Office of the Director of Public Prosecutions, the Courts and the Legislative Drafting Office)
2. Capacity building to improve legislative policy development
3. Support to increase access to legal information, legal advice and support services, and;
4. Support to improve the capacity of legal professionals and civil society to participate in the justice reform process.

The program’s timeframe was originally planned as 2008-2012 but due to delays in implementation and an increase in budget, the end-date of the program was extended to March 31, 2020. Implementation of program activities will end by March 31, 2020 and closing out activities (including transfer of project assets to national beneficiaries) will take place between April 1, 2020 and June 30, 2020.

In keeping with the results-based management approach for all government of Canada-funded projects, the JUST Program activities are organized according to expected results and changes anticipated to flow from implementation of initiatives. The JUST Logic Model and the PMF are located in Annex ‘A’ and Annex ‘B’, respectively.

Project Components

For implementation purposes, the JUST Project is organized into three components:

1. **Technical-Legal Assistance Component:** This component is managed by the Canadian Department of Justice and involves deployment of Canadian technical experts and Justice Canada Personnel to Jamaica, to work with the Ministry of Justice, the Office of the Director of Public Prosecutions and the Courts to address a wide range of matters aimed, at improving the capacity of core justice sector institutions to manage and implement their core business
2. **Institutional Strengthening Component:** This component is managed by the United Nations Development Program (UNDP) in Jamaica and involves strengthening the technical and result-based management capacity of the Ministry of Justice of Jamaica, primarily through the establishment of the Justice Reform Implementation Unit (JRIU).
3. **Social Order Component:** This component will focus on initiatives aimed at improving the capacity of women, men and youth to access justice information, advice and services, as well as improving the capacity of civil society representatives and legal professionals, to participate in the justice reform process.

Components one and two correspond to the first intermediate outcome (see below) and component 3 corresponds to the second intermediate outcome.

Logic Model⁶ - Expected Results

A. **Ultimate outcome :**

“A more efficient, transparent and gender-responsive functioning of the justice system in Jamaica”

⁶ The JUST Logic Model can be found in Annex ‘A’

B. Intermediate Outcomes:

A more efficient, transparent and gender-responsive functioning of the justice system in Jamaica

Justice Services are more customer-focussed and gender-responsive.

C. Immediate Outcomes

Increased capacity of justice sector institutions to manage and implement their core business

Improved capacity of male and female policy officers, in line ministries to develop legislative policy

Increased equitable access by women, men and youth to legal information, legal advice and support services

Improved capacity of male and female civil society representatives and legal professionals to participate in the justice reform process

2.3 Implementing partners and Stakeholders

Stakeholder consultation is fundamental to the Department of Foreign Affairs, Trade and Development (DFATD, also known as Global Affairs Canada) assessments of development interventions; therefore, the Consultant must ensure that stakeholders are consulted throughout the assessment process. **Note: the Consultant will NOT share draft deliverables with stakeholders without DFATD's approval.** This is required to ensure a robust quality assurance throughout the assessment process.

Implementing Partners

- **Canadian Department of Justice (“Justice Canada”)** has been the principal provider of technical legal assistance and training, drawing on outside specialists as needed.
- **UNDP (Jamaica Office)** plays a procurement and quality assurance role and is accountable for ensuring the effective and efficient use of resources under the Institutional Strengthening Component. In addition, UNDP has the main responsibility for the procurement and contract management of the Civil Society implementers under the Social Order component. In fulfilling this ‘quality assurance’ role, UNDP monitors project progress towards intended outputs and ensures that resources are utilized appropriately and for the purpose intended.
- **Ministry of Justice, Jamaica (MOJ)** is the key Jamaican partner in the Program, the MOJ of the Government of Jamaica, is responsible for managing and coordinating Jamaica’s resources to the Program and liaison with DFATD/GAC. The JRIU has been the primary body of the MOJ responsible for Program delivery and liaison with the Program Implementation Partners.
- **Civil Society Organizations (primarily Jamaican)** assist in the implementation of the Social Order Component, which focuses on assisting the government to de-mystify and build trust in the formal institutions of the justice system. Initiatives also aim to support Witness care amongst relevant stakeholders, support the Courts with Care Spaces, strengthen justice services such as child diversion, and aid in the expansion of Legal Aid services across the country. CSOs include: the Caribbean Child Development Centre (CCDC)/UWI, Jamaicans for Justice, PanMedia, WMW (Gender group), Jamaica Association for the Deaf, Jamaican Bar Association, Sir Arthur Lewis Institute for Social & Economic Studies (SALISES)/UWI, and (non-Jamaican) Canadian Bar Association (supporting Jamaican Bar Association and other Jamaican organizations). Justice Canada supported

the Justice Training Institute (JTI) in the development of training for Lay Magistrates (JTI a division under the umbrella of MOJ).

GAC project team:

- **The GAC Project Team Leader:** Represents DFATD/GAC and has overall responsibility and accountability for this program. The PTL also has overall responsibility and accountability for this Contract. She will provide guidance throughout the execution of the Contract, and approve all deliverables (reporting, financial).
- **The JUST Project Manager:** Ensures that DFATD's results-based management (RBM) requirements are clearly understood, and reflected in project activities and in reporting. The Project Manager is responsible for liaising amongst all IPs, as well as coordinating the program components and presenting one coherent work plan and reports to the GAC PTL.
- **The JUST Project Monitor:** Provides the GAC PTL with monitoring and advisory services on the project and makes recommendations and/or proposes adjustments to project management and implementation if required and responds to PTL requests as relevant. The Monitor reports to the GAC PTL.

Primary stakeholders (direct beneficiaries)

Beneficiary organizations⁷

- Divisions and Units under the Ministry of Justice
 - The Office of the Permanent Secretary
 - The JRIU
 - Justice Training Institute
 - Justices of the Peace & Lay Magistrates Association
 - Victim Support Division
- Departments under the auspices of the Ministry of Justice
 - Office of the Director of Public Prosecutions
 - Legal Reform Department
 - Office of the Parliamentary Counsel
 - Attorney General's Department
- Legal Aid Clinic (a statutory body)
- The Courts of Jamaica – including:
 - Court Administration Division (previously Court Management Services)
-

Donor organisations

IDPs who also work in the Justice Sector

- The European Union
- The Dept. of International Development / UK Aid
- US Embassy – International Narcotics and Law (INL) unit
- IDB
- UNICEF

Interested parties

- Justice sector CSOs
- Jamaica Bar Association

⁷ The divisions, departments, units, and other bodies falling under the Ministry of Justice can be found here: <https://moj.gov.jm/content/ministry>

- Academia – Normal Manley Law School, SALISES, IGDS
- GAC Caribbean Regional programme & justice projects (JURIST and IMPACT Justice)

3. Provision of Professional services

3.1 Duration of mandate

The assignment will be completed within a period of four and a half months.

3.2 Composition of Team & Qualifications:

At least two consultants should be considered for this mandate. A Team Leader and a Gender Equality Specialist will be included in the team. The team should possess the following knowledge and experience among its members:

- Caribbean justice systems, preferably Jamaica’s Justice system
- Best practices in justice reform
- Jamaican Socio-cultural systems
- At least 8 years (cumulative among team members) of M&E activities in Jamaica and/or the Caribbean
- Experience with qualitative and quantitative data collection methods.
- Experience with participatory learning approaches and facilitation.
- Gender equality considerations in justice reform initiatives.
- A balance of gender and professional disciplines among the team.

Team leader has a minimum of a Master’s degree, preferably in Law or Social Sciences, and at least 6 years of demonstrated experience in conducting evaluations.

- Monitoring & Evaluation (M&E) certification *or* a minimum of four M&E mandates in the last 6 years.
- Previous evaluation of justice reform initiatives.
- Demonstrated experience as an evaluation team leader.

Role of the Team Leader: The team leader will:

- Manage the assessment following the work plan approved by the PTL
- Prepare and submit all deliverables for review, revision and approval by the PTL
- Report regularly on progress to the PTL
- Be fully responsible to manage and administer all aspects of the consultant team and their involvement in the assessment.

Language Level

The working language for this assessment mandate is English. The Team Leader must meet the following level of proficiency:

Oral = 4 Advanced Professional Proficiency Plus

Reading = 4 Advanced Professional Proficiency Plus

Writing = 4 Advanced Professional Proficiency Plus

Gender Equality Specialist has a minimum of a Bachelor's degree in Gender and at least five (5) years of professional work experience in gender equality

- Demonstrated expertise in gender-based data collection and analysis, preferably in the justice sector.
- Demonstrated knowledge and experience of Jamaican/ Caribbean Gender cultural environments and related gender issues.
- Knowledge of gender responsive approaches to justice services and people-centred access to justice.

Other consultants, if considered essential by the bidder.

Role of DFATD/PTL

The PTL in charge of the assessment will be responsible for the following:

- Managing the Consultant's contract;
- Acting as the main contact person for the Consultant;
- Reviewing, commenting and approving all deliverables, and facilitating access to documentation and people deemed of importance to the assessment process;
- Ensuring that all deliverables meet DFATD Quality Standards, in collaboration with sector and thematic specialists, as required
- Sharing deliverables with key stakeholders;
- Collecting stakeholders' comments on the draft report;
- Including the management response, as applicable, in the final Assessment Report;
- Including verbatim stakeholders' comments (if applicable); and
- Disseminating the final assessment report.

3.3 Assessment Phases

Inception Phase:

The main goal of this Inception Phase is to allow time for the consultant team to become familiar with the program material, gain clarity as needed, finalize assessment management issues, and prepare the program environment. This phase should last no longer than **4 weeks**.

During this phase, the Consultant team must:

- a) Review all relevant DFATD policy papers, strategies and guidelines (e.g. The Feminist International Assistance Policy; Caribbean Regional Programming Framework and Strategy 2.0; DFATDs Governance Integration Toolkit; Gender Equality Strategy, etc.)
- b) Review key program documents such as:
 - Resource materials provided for review and analysis of selected JUST documentation – including, but not limited to:
 - JUST Logic Model, updated December 2018

- Performance Measurement Framework, approved by the PSC in June 2019.⁸
 - Operational Review of the JUST Program (2016)
 - PMF final data (targets/ results),
 - Annual Program Reports,
 - UNDP Quality Assessment reports,
 - JUST Sustainability Report Card
 - Other relevant documents, produced by DFATD, organizations and JUST partners, including regional and country-specific justice sector strategies, analyses of justice sector reform in the region (A selection will be provided by DFATD) .
- c) Understand the roles and responsibilities of DFATD and its field representatives with the organizations responsible for implementing the projects under JUST, its partners, and the governance donors group involved in the justice sector.
- d) Be familiar with relevant justice and rule of law priorities and challenges of local and, to some extent, regional institutions (Caribbean Court of Justice, CARICOM General Legal Counsel and other relevant offices).
- e) Participate in a clarification meeting with DFATD (The PTL, JUST Project Manager)
- f) Undertake any other activities as needed to prepare for the Implementation Phase (within stated time frame)
- g) Produce an Inception Report, including:
- Demonstration of the consultants’ understanding of the scope of the assessment,
 - The assessment approach and rationale, appropriate design and detailed methodology (including data collection and data analysis techniques, with specific details on techniques related to gender-sensitive data)
 - Key assessment questions related to the scope of work as outlined in section 1.4
 - A work plan, inclusive of major milestones and an implementation and reporting schedule

The consultant will receive feedback in writing within **2 weeks** of submitting the Inception Report.

Upon satisfactory completion and approval of the Inception Report, the Implementation phase of the consultancy will commence.

Implementation Phase:

The end of program assessment will involve data collection and assessment activities in Jamaica for a period of approximately **2 weeks**. The consultants will be expected to arrange their own schedule after initial introductions by the Canadian High Commission or the Ministry of Justice.

Data analysis will be conducted in real-time, to the extent possible, in Jamaica so that the team can validate lessons learned with JUST stakeholders and/or provide preliminary observations at a debriefing with the Project Team Leader at the implementation phase. All data analysis should be completed immediately following the data collection activities to allow prompt preparation of the draft report.

⁸ While the PMF was reviewed beginning late in 2017 and the institutional component had been updated in 2018, the final PMF, with the Social Order results and indicators complete, was presented to the Project Steering Committee.

The implementation phase, in total, should not extend more than **4 weeks**.

Reporting Phase:

The Consultant team should consider the following parameters when preparing the report:

- The main body of the report should not exceed 30 pages.
- Case studies of initiatives may be useful to highlight success factors, limitations, gender responsiveness and lessons learned.
- Findings should be disaggregated by gender, as possible
- The executive summary should not exceed five pages and be designed to communicate key points to decision makers. This will be shared with stakeholders.
- Detailed information can be annexed to the main report.
- A PPT should accompany the draft and final reports.

The draft assessment report and accompanying PPT will be presented to the DFATD/GAC Project Team Leader **2 weeks** following the end of the implementation phase. The PTL will decide how and when the report will be shared with JUST partners.

The consultant will receive feedback in writing within **2 weeks** of submitting the draft report. The final report should be submitted, with an accompanying PPT, within **2 weeks** of receiving the comments.

Key Activities and Deliverable Schedule

All documents/deliverables must be prepared in English, and submitted to the PTL, in electronic format - Word or Excel files as applicable. PDF files are not acceptable. The final Assessment Report must be submitted electronically **and** in hard copy format. Power point presentations to be delivered will be submitted in electronic format to the PTL prior to delivery.

Upon DFATD's request, the Consultant shall submit documents used/created under the current mandate (e.g., questionnaires, focus groups protocols, interview notes, raw data, survey data, and database).

Item	Activity	Deliverable	Timeline
Clarification meeting – Consultant team & GAC PTL & Project Manager	✓		1 week after signing contract
Inception Report		✓	4 weeks after clarification meeting
Feedback on Inception report by PTL	✓		2 weeks
Implementation phase	✓		4 weeks
Draft Assessment Report & PPT		✓	2 weeks after end of Implementation phase
Feedback on Draft Report	✓		2 weeks
Final Assessment Report & PPT		✓	Within 2 weeks after receiving comments

3.4 Additional Proposal Requirements:

The Technical Proposal – In addition to the requirements as outlined in Section 3 (Technical Proposal), the proposal should also include the following

- A statement of suitability of the team based on the requirements in section 3.2 above.
- A proposed methodology for the assessment that responds to the specific objectives and scope of work in section 1.4 (7 pages maximum).
- The proposed structure, with annotated Table of Contents, of the major deliverable, the assessment report.
- The proposal should not extend beyond 15 pages