RECRUITMENT OF NATIONAL CONSULTANT

Mid-term Evaluation of Outcome 5
“Greater and More Diverse Access to Justice Redress Mechanisms”
Under the CPAP 2008-2012
(IC/2011/06)

The Equal Access to Justice (A2J) Project – Phase II was developed to deepen and orient the activities of Phase I of the Project within a conflict prevention framework, while also continuing the shift of the primary focus to the East and North as well as to the estate sector. Phase II of the project also addresses trust/confidence-building, gender-equity, peaceful conflict resolution and mediation. Phase II’s outputs and activities are intended to build trust and faith in the justice system and to support confidence-building through the rule of law and access to justice.

The A2J Project- Phase II is looking to contract a Lead Evaluation Specialist to work together with an Evaluation Specialist as an Evaluation Team

To this effect, the United Nations Development Programme in Sri Lanka invites qualified and eligible local/national consultants to submit applications on an urgent basis. The profiles of both the Lead Evaluation Specialist and the Evaluation Specialist are given in the detailed Terms of Reference (TOR) attached herewith below and also contain all information related to the position, functions & key results expected, competencies, qualifications along with other application requirements.

All applications must be clearly marked with “IC/2011/06” on the top left corner of the application. The deadline for submission of applications is dd/mm/yy. Email applications will not be entertained.

Head of Procurement
United Nations Development Programme
202-204, Bauddhaloka Mawatha
Colombo 07
Sri Lanka.

UNDP reserves the right to accept or reject any application. The procurement process will be governed by the rules and regulations of the United Nations Development Programme (UNDP).

I. Position Information

Job Titles: Lead Consultant and Evaluation Specialists
Reports to: Head, Governance Cluster/UNDP
Duty Station: Colombo with travel to outstations
A. BACKGROUND

The Equal Access to Justice Project was initially conceived in 2004 when a cease-fire agreement was in place and the assumption was that the country was moving towards peace. It was launched in August 2004, nationally implemented (NIM) under the stewardship of the former Ministry for Constitutional Affairs and National Integration (MoCA). However, since the launch of the Project, the situation changed with the tsunami of December 2004 and the periods of escalating conflict in the North and the East of the country. These events have both contributed to numerous grievances as large numbers of people have been displaced often several times, livelihoods have been compromised and people faced ongoing security concerns and threats from various armed groups. This changing situation led to a reformulation of the Project in 2007-2008 focusing on addressing the most pressing justice and human rights issues facing the more disadvantaged groups in the country. The Project changed its objectives accordingly to: (1) Focus its interventions on disadvantaged groups – conflict-affected groups, IDPs, estate sector workers, pre-trial detainees, female-headed households and victims of gender based violence; (2) Promote human rights based approaches through/within the project; (3) Ensure the effectiveness of the legal aid services provided; (4) Conduct mobile legal and documentation clinics in conflict affected areas and in the estate sector; and (5) Develop capacities of community-based duty-bearers.

While the conflict has ended, the war has had severe impact on the lives of the communities of the Northern and Eastern provinces. This, coupled with high levels of poverty among displaced, estate workers and other disadvantaged groups, has also impacted women and girls who, in these situations, can be increasingly subjected to domestic violence.

Against this context, in keeping with the priorities laid out by the Government of Sri Lanka, and building on the wider UN strategy, UNDP re-committed itself to working on access to justice in its Country Programme Document (CPD) where it seeks to strengthen the capacity of duty-bearers and claim holders to ensure better access to justice.

Outcome to be evaluated

UNDP’s corporate policy is to evaluate its development cooperation on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people’s lives. Under the results-based management (RBM) framework - UNDP’s core management philosophy- there has been a shift from traditional project monitoring and evaluation (M&E) to results-oriented M&E, in particular outcome monitoring and evaluation that cover a set of related projects, programmes and partnership strategies intended to achieve a higher level
outcome. An outcome evaluation assesses how and why an outcome is or is not being achieved in a given country context and the role UNDP has played in relation to this. It is also intended to clarify underlying factors that affect the development situation, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming and partnership development.

In the Country Programme Action Plan (CPAP) of UNDP Sri Lanka (2008-2012), there are seven development outcomes to which UNDP is expected to contribute during its programme cycle. The achievement of Outcome 5: “Greater and more diverse access to justice redress mechanisms” is primarily contributed to by the Equal Access to Justice Project Phase II (A2J).

UNDP’s A2J Project is a multi-donor funded programme nationally implemented by the Ministry of National Languages and Social Integration which is designed to contribute to achieving the outputs summarized in Table 1 below. A2J operates in the North, East and Uva provinces with some of its activities implemented nation-wide through a field presence in 5 locations (Vavuniya, Jaffna, Trincomolee, Ampara, and Badulla) and, a Colombo-based Programme Management Unit (PMU).

Table 1 Equal Access to Justice Project Outputs

2 Output Pillars

a) Duty bearers better able to deal with grievances experienced by disadvantaged groups (CPAP output 13)
b) Disadvantaged groups have increased knowledge of their rights and are able to access and benefit from legal services (CPAP output 14)

A2J has two output pillars (highlighted in Table 1 above), which relate to output 13 and 14 of the CPAP. Indicators for both outputs as well as for the overall outcome have also been defined (see Table 2 below).

Table 2 Outcome and Output Indicators (for Outcome 5)

Overall Outcome: Greater and more diverse access to justice redress mechanisms
Outcome Indicators

a) Budgetary allocation for Legal aid in national budget
b) % of prisons/work camps with legal/social-legal services available
c) # of courts and quasi-courts fully functional in conflict affected areas

Output Indicators: Duty bearers better able to deal with grievances experienced by disadvantaged groups (CPAP output 13)

a) # of divisions in which mobile document clinics have been completed targeting vulnerable groups.
b) # of prisons with database of pre-trial detainees.
c) # of functioning courts across Sri Lanka.

Output Indicators: Disadvantaged groups have increased knowledge of their rights and are able to access and benefit from legal services (CPAP output 14)

a) Estimated number of people provided with basic legal documents.
b) % of people reporting that they have access to legal advice.
c) # of awareness campaigns conducted across Sri Lanka targeting vulnerable groups

B. SCOPE AND OBJECTIVES

Scope
The evaluation will cover the North, East and Uva provinces as well as some national level areas and focus on the Equal Access to Justice Project. The evaluation will take into account the impact of the existing political and socio-economic context upon these programmes, and the implementation modality (i.e. National Implementation).

Objectives
The overall objective of this outcome evaluation is to assess the results, achievements and constraints of Outcome 5, particularly in relation to the UNDP contribution to the outcome through the implementation of the Equal Access to Justice Project up to 2011. The assessment shall be undertaken through (i) outcome analysis - what and how much progress has been made towards the achievement of the outcome, including contributing factors and constraints; (ii) output analysis - the relevance of and progress made in terms of the A2J outputs; and (iii) output-outcome link - what contribution UNDP has made/is making to the progress towards the achievement of the outcome.

While taking stock of the past, the evaluation is required to - where relevant – conduct forward-looking analyses in relation to the outcome and as such is meant to be undertaken as a utilization-focused evaluation. This means that the findings and recommendations of the evaluation should also include recommendations to improve and inform the formulation of the next programming cycle.
Specifically, the evaluation is expected to address the following questions:
**Outcome analysis**

- Relevance and appropriateness of the outcome and project to national goals and UNDP’s approach.
- What is the current situation and possible trend in the near future in terms of the context within which A2J operates? How does and will it affect the relevance of outcome 5?
- Whether sufficient progress has been achieved vis-à-vis the outcome as measured by the outcome indicators?
- Whether the outcome indicators chosen are sufficient to measure the outcome?
- To what degree UNDP assistance has made impact on increasing access to justice particularly of those conflicted-affected people in the North and East of Sri Lanka and in the Uva province?
- What are the main factors (positive and negative) that affect the achievement of the outcome?
- Whether UNDP assistance is effective in achieving the outcome in the eyes of different stakeholders.
- The relationship between UNDP and the Implementing partner and its impact on the progress made towards the outcome.
- To what extent are synergies in programming such as partnerships, including within UNDP and among various UN agency programmes, contributed to this outcome?
- How have cross cutting issues such as human rights, institutional strengthening and added value to national development been addressed?

**Output analysis**

- Has sufficient progress been made in relation to the outputs of the A2J Project?
- What are the factors (positive and negative) that affect the accomplishment of the outputs?
- To what extent UNDP has instituted systems and clear procedures to provide coordinated support in terms of delivering timely, appropriate, and cost effective inputs (financial and human resources) vis-à-vis results gained (efficiency in terms of achieving outputs) and what are the recommended changes?
- Whether there are possible obstacles to effective implementation of the A2J activities in the future?
- To what extent has gender been adequately addressed?

**Output-outcome link**

- Whether the A2J Project’s outputs or other interventions can be credibly linked to the achievement of outcome 5?
- What are the key contributions that UNDP under the A2J has made and is making to the outcome?
- Will current planned interventions (in partnership with other actors and stakeholders) enable UNDP to achieve the outcome within the set timeframe and with the available resources; and whether there has been an effective use of resources mobilized in building up to the overall results?
- Whether UNDP’s partnership strategy has been appropriate and effective in the achievement of the outcome. Has UNDP been able to bring together various partners
across social, ethnic and sectoral lines to address access to justice issues in a holistic manner?

- Assess UNDP’s ability to develop local capacity in a sustainable manner. Has UNDP been able to respond to changing circumstances and requirements in capacity development?
- What is the prospect of sustainability of UNDP interventions in relation to the outcome? Can it be ensured that the outcome will be reached and maintained after the completion of UNDP interventions?
- Have project outputs led to unintended outcomes (positive or negative)?

C. EXPECTED OUTPUT

Work for this evaluation will occur in three phases, and the Evaluation Team will be expected to perform the following tasks:

| Phase 1: Document Review, Preparation for Field Work, Refinement of Evaluation Design |
| Phase 2: Field Work |
| Phase 3: Report Preparation and Finalization |

Phase 1:

Work in phase 1 will be carried out at the consultants’ home base(s) or Colombo and is expected to require 3 working days. Specific tasks will include:

- Review relevant documents and database sites (UNDAF, Result Oriented Annual Report, Country Programme Document, Country Programme Action Plan, programme documents, project documents, annual work plans, donor reports, project and programme progress reports, etc)
- Review the Socio-Economic Baseline Analysis of the Northern, Eastern and adjacent Northern and Eastern districts, undertaken by UNDP to collect baseline information to better inform its programming.
- Review output statistics
- Based on the review of secondary data above, develop an inception report that includes the evaluation design, methodology (including the assumptions to be validated during field work, methods for data collection and analysis, and required resources), and evaluation work plan outlining tasks and responsibilities of each team member as well as identifying the number and geographic spread of communities and other locations to be visited.
- Consult with the Project Director (Secretary, Ministry of National Languages and Social Integration) and the Governance Team Leader, UNDP on the Inception Report and plan field-visits (logistics, etc).

Phase 2:

Work in phase 2 is expected to require 10 working days. Specific tasks will include:

- Conduct key informant interviews with project staff and project stakeholders
- Carry out field visits in accordance with the work-plan
- Identify and collect any additional documentation required to assess the outcome in accordance with evaluation objectives outlined above
• Conduct any additional or follow-up key informant interviews as required
• Analyze data from field visits and key informant interviews and synthesize with findings from secondary data review
• Prepare and present a briefing to UNDP Senior Management, Project Director, Project Management Unit, Governance Cluster and other interested parties on initial findings.

Phase 3:
Work in phase 3 will be carried out at the consultants’ home base(s) and is expected to require 5-10 working days (10 days for the Team Leader and 5 days for the Evaluation Specialist). Specific tasks will include:
• Prepare and submit draft evaluation report to the Assistant Country Director, Governance, UNDP
• Based on feedback received from UNDP Sri Lanka, prepare and submit final evaluation report

Key Outputs of Evaluation Team
The Lead Evaluation Specialist and Evaluation Specialist will work together for the joint achievement of outputs. Individual responsibilities are outlined in the Proposed Evaluation Schedule below.

Key outputs by phase of work will include:

Phase 1:
• Inception Report including the evaluation design, methodology, and evaluation work plan.

Phase 2:
• Detailed list of additional documents or other information requirements
• Consolidated data set from field visits and key informant interviews
• Presentation of initial findings

Phase 3:
• Draft evaluation report
• Final evaluation report

The evaluation report should at a minimum include the following contents:
• Executive summary of assessment
• Introduction
• Description of the evaluation methodology
• An analysis of the situation with regard to the outcome, outputs, output-outcome link, and the partnership strategy
• Analysis of salient opportunities to provide guidance for future programming in relation to the outcome
• Key findings, including lessons learned and best practices
• Conclusions and Recommendations
• Annexes: ToR, work plan, charts, field visit reports, lists of officials/beneficiaries consulted, documents reviewed, etc.
*Additional deliverables may be incorporated and mapped against the evaluation timeline in concert with the evaluation team and UNDP Sri Lanka at the beginning of the consultancy.

**Methodology**

General guidance on outcome evaluation methodology can be found in the UNDP *Handbook on Monitoring and Evaluating for Development Results*, the UNDP *Guidelines for Outcome Evaluators*, and UNDP *Outcome-Level Evaluation: A Companion Guide to the Handbook on Monitoring and Evaluating for Development Results (Draft)*. UNDP’s *Evaluation Policy* provides information about the role and use of outcome evaluation within the M&E architecture of the organization.

Other reference material includes the project document, quarterly and annual reports, BCPR mission reports, partner reports, donor reports, monitoring reports, and the M&E framework.

Based on the guidance provided in the above mentioned documents and in consultation with UNDP Sri Lanka, the evaluators should come up with a suitable methodology for this evaluation.

**D. TIMEFRAME**

The outcome evaluation will commence in mid-October 2011, and will be for the duration of 23 working days for the Lead Evaluation Specialist and 18 working days for the Evaluation Specialist. The final implementation plan for the evaluation will be determined in concert with UNDP Sri Lanka at the beginning of the consultancy, but it is expected that the final Evaluation Report should be delivered by early-December 2011.

**Proposed Evaluation Schedule**

<table>
<thead>
<tr>
<th><strong>Activity</strong></th>
<th><strong>Timeframe</strong></th>
<th><strong>Place</strong></th>
<th><strong>Responsible Party</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial meeting and discussion among the consultants</td>
<td>25 January (1/2 day)</td>
<td>Colombo</td>
<td>All team members</td>
</tr>
<tr>
<td>Desk review</td>
<td>25 – 26 January (1 day)</td>
<td>Colombo</td>
<td>All team members</td>
</tr>
<tr>
<td>Workshop with the UNDP Governance Cluster and project team</td>
<td>27 January (1/2 day)</td>
<td>Colombo</td>
<td>All team members</td>
</tr>
<tr>
<td>Drafting and finalizing the Inception report, outlining evaluation, design, methodology, and detailed work plan</td>
<td>28 January (1 day)</td>
<td>Colombo</td>
<td>Primary Responsibility lies with the Lead Evaluation Specialist, but the Evaluation Specialist should provide his/her input</td>
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<tr>
<td>Activity</td>
<td>Timeframe</td>
<td>Place</td>
<td>Responsible Party</td>
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<tr>
<td>Submission of the Final Inception Report</td>
<td>By 01 February</td>
<td>Colombo</td>
<td>Lead Evaluation Specialist</td>
</tr>
<tr>
<td>UNDP’s and Project feedback on the inception report</td>
<td>4 February</td>
<td>Colombo</td>
<td>UNDP / Project</td>
</tr>
<tr>
<td>In-country field mission</td>
<td>09-15 February (7 days)</td>
<td>Colombo and Selected locations throughout North, East and Uva provinces of Sri Lanka</td>
<td>All team members</td>
</tr>
<tr>
<td>Presentation of preliminary findings and draft recommendations to senior management and reference group</td>
<td>18 – 20 February (3 Days,)</td>
<td>Colombo</td>
<td>All team members</td>
</tr>
<tr>
<td>UNDP and Project feedback on the presentation to be incorporated into the final report</td>
<td>23 February</td>
<td>Colombo</td>
<td>UNDP / Project</td>
</tr>
<tr>
<td>Finalization and submission of First draft of full evaluation report</td>
<td>By 5 March (Team Evaluation Specialist 7 days and Evaluation Specialist 3 days)</td>
<td>Home-based</td>
<td>Lead Evaluation Specialist</td>
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<tr>
<td>UNDP’s feedback on the first draft of full evaluation report</td>
<td>By 12 March</td>
<td>Colombo</td>
<td>UNDP</td>
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<tr>
<td>Finalization of second draft, following feedback from UNDP</td>
<td>By 18 March (Lead Evaluation Specialist 3 days and Evaluation Specialist 2 days )</td>
<td>Home-based</td>
<td>Lead Evaluation Specialist</td>
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**E. RESPONSIBILITIES**
Responsibilities and Qualifications of the Lead Evaluation Specialist:

a) Responsibilities

The Lead Evaluation Specialist will have overall responsibility for the quality and timely submission of the final evaluation report to UNDP. Specifically he/she will perform the following tasks:

- Lead and manage the evaluation;
- Design the detailed evaluation scope and methodology and approach;
- Ensure efficient division of tasks within the evaluation team;
- Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation;
- Oversee the administration and analysis of the results of the data collection exercise;
- Prepare and present a briefing to UNDP Senior Management and other interested parties on initial findings;
- Draft and communicate the evaluation report;
- Finalize the evaluation report in English and submit it to UNDP.

b) Qualifications

- Higher education (a degree) in law, political science or relevant field;
- Minimum 10 years of professional expertise in evaluation and impact assessment of rule of law, access to justice projects and programmes;
- Familiarity with UNDP’s corporate structure and development work, the civil society sector and working with state public authorities in the field of recovery and development with specific focus on rule of law;
- Good understanding of how development assistance works in Sri Lanka;
- Extensive knowledge of result-based management evaluation, as well as participatory monitoring and evaluation methodologies and approaches;
- Extensive knowledge of Sri Lanka, particular knowledge of legal/justice systems and other relevant areas;
- Demonstrated analytical, communication and report writing skills;
- Excellent interviewing skills, including at high levels;
- Interpersonal communications skills to work with target group representatives;
- Sound knowledge and understanding of gender and conflict sensitivity, and social inclusion;
- Strong task management and team leading competencies; and
- Fluency in written and spoken English. Knowledge of Sinhala and/or Tamil essential.

No member of the team will have been involved in the formulation or the implementation of the A2J Project for all phases.
The role of UNDP:

UNDP will:

a) Provide the consultant with all the necessary support (not under the consultant’s control) to ensure that the consultant(s) undertake the study with reasonable efficiency.

b) Appoint a focal point in the programme section and within the A2J Project to support the consultant(s) during the evaluation process.

c) Collect background documentation and inform partners and selected project counterparts.

d) Meet all travel related costs to project sites as part of the programme evaluation cost.

e) Support with identifying key stakeholders to be interviewed as part of the evaluation.

The programme staff members and project team will be responsible for liaising with partners, logistical backstopping and providing relevant documentation and feedback to the evaluation team.

F. How to Apply

Interested and qualified Sri Lankan individual consultants must specify the role to which they are applying and **must upload** the following documents/information to demonstrate their qualifications through the e-recruitment site located at http://apps.hsenid.lk/Recruitment/Vacancies.aspx:

- CV and support documents to show as proof on qualifications and including at least 3 similar work related references
- Contact numbers of two non-related referees.
- Detailed financial proposal in Sri Lankan Rupees (LKR) with a clear indication of all inclusive monthly fee (to include consultancy fee/honorarium/any other costs but excluding the travel/transport cost)

Please duly fill the relevant financial model below and upload separately to the e-recruitment model

<table>
<thead>
<tr>
<th>Lead Evaluation Specialist Fees per month</th>
<th>LKR:-----------------------------------------------</th>
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Note: Payments are based upon output, i.e. upon delivery of the services specified in the TOR. The applicant must factor in all possible costs in the monthly/Lump Sum fee. The UNDP will pay Daily Subsistence Allowance (DSA) and the travel cost for any travel related to this evaluation. No other costs other than what has been quoted as monthly/Lump Sum rate will be reimbursed.

G. Deadline for Submission

2.00pm dd/mm/yy