

TERMS OF REFERENCE | MONITORING AND EVALUATION SYSTEM AND DATA ASSESSMENT | DEC 2021

BACKGROUND AND CONTEXT

Justice Defenders (JD) is a UK-based non-governmental organisation defending justice with defenceless communities in Kenya, Uganda and The Gambia through legal education, training and practice. Since 2007, JD has been training prisoners and prison staff to become paralegals, equipping them with legal skills and knowledge to assert their rights and provide legal services for themselves and others.

As of the end of October 2021, our 446 paralegals served 61,139 prisoners and detainees, resulting in 20,165 releases. With the start of the Covid-19 pandemic we pivoted to technology solutions such as digital training and virtual courts to deliver speedy justice. Since then, our paralegals have been trained virtually and over 36,000 clients have attended our virtual courts, highlighting important opportunities to scale our services globally through technology.

Delivering measurable justice impact in a scalable, cost-effective, and sustainable way is at the core of all we do. Primarily, we monitor our impact in terms of the number of paralegals trained, clients served and clients released. We track the results and number of our law students and graduates, as well as the number of legal offices, countries, prisons and other defenceless communities we're in. To some extent, we also capture the difference our programmes make on the mental health and wellbeing of our paralegals and their clients.

In 2021, we launched a new digital system to improve our data collection and analysis process. Our electronic case management system has been developed on the platform Makerble to enable us to collect, update, store, access and share reliable data. The system is meant to provide paralegals and staff with improved access to client files, new and old cases, and other legal and non-legal resources. Using this technology for analysing data, managing caseloads and forecasting outcomes is expected to improve our impact as well as our ability to track it. However, to date the full potential of the system has not been realised, which calls for its assessment as well as of the users' experience.

As we prepare for growth, we are intentionally taking steps towards becoming a fully impact-focused organisation. To this end, we want to review our monitoring, measurement and evaluation systems and processes. And our staff's and paralegals' capacity to run these proficiently. At the same time, we want to audit the quality and

accuracy of our data, as well as the soundness of the processes we use to collect it and substantiate the metrics that are key to our goals. The assessment will determine the extent to which our M&E systems and data currently serve our fundraising and communications department, our programmes, organisational learning and decision-making.

This presents an opportunity for Justice Defenders to take stock and invest in developing the systems and processes that, in line with our core values, will sustain us in the current phase of growth and in our maturity stage thereafter. We expect this exercise to equip us to track, analyse and confidently communicate evidence-based impact for scaling our services. And to build our collective capacity to demonstrate the social and financial return of investing in Justice Defenders to our priority audiences—high-net-worth individuals, institutional donors and individual donors— as well as the general public.

OBJECTIVE OF THE ASSESSMENT

The overall objective of the assessment is to enable Justice Defenders to become a truly impact-driven organisation by running a diagnostic exercise that will identify and correct weaknesses in the current M&E systems, data collection methodologies and data quality, enhancing data-driven processes for impact analysis and organisational decision making.

Specifically, this assessment will:

- Provide a comprehensive analysis of JD M&E system in its entirety, as well as evaluate each individual feature and tool;
- Review and enhance organisational mechanisms through which data is collected, verified, analysed, shared externally and utilised for organisational learning;
- Audit the quality of available data;
- Optimise the processes to use high-quality, reliable data in support of Justice Defenders' programme coordination, communications and fundraising;
- Determine how accurately our M&E systems capture our progress in the situation we address, people we support, activities we deliver, qualities that drive outcomes, outcomes we deliver, and how effectively we govern;
- Evaluate staff capacity to effectively implement Justice Defenders' M&E systems, making recommendations to improve responsibilities distribution, staffing and capabilities, and interdepartmental and intradepartmental communications;
- Improve M&E systems to enable managers to review programmatic trends monthly, working in an agile way, amending programmes when necessary to ensure they are achieving the intended outcomes for people in prison and ensuring accountability to our donors.

SCOPE OF WORK

Working under the guidance of the Justice Defenders team and reporting to the Director of Growth, the consultant will be responsible for carrying out the following key tasks:

1. **Review the existing M&E systems, tools, data**, impact measurement framework, KPIs, case management system (Makerble), M&E team capacity and composition, and organisational decision-making processes.
2. **Hold a briefing meeting with the Justice Defenders team** to provide an overview on the plans and expected outcomes of the exercise; and to obtain clarifications and updates on the latest circumstances in which the project commences.
3. **Develop a comprehensive plan** building on what was submitted in the original proposal. This will include a detailed methodology, data collection tools, a list of activities and the implementation plan. This will then be reviewed, amended if necessary and agreed by JD before engaging with the key stakeholders.
4. **Facilitate consultative meetings** to fully understand and audit the systems, processes, staff capacity and data in relation to Justice Defenders' Monitoring and Evaluation. In addition to convenings with various stakeholders, both virtual and in person, this can potentially include staff surveys and needs assessments, data audits and field visits.
5. **Prepare a Draft Assessment Report** which should include concrete findings, conclusions and recommendations with reference to the above-described objectives.
6. **Present the draft report to the Justice Defenders team** for validation purposes and incorporate all comments from the stakeholders.
7. **Present the final Assessment Report to the Justice Defenders Community.** This will be submitted to Justice Defenders not more than one week after receipt of comments. The consultant will at that time arrange for a two-hour plenary meeting with the Justice Defenders community to share highlights, recommendations and the plans for change implementation.
8. **Run at least 2 capacity building workshops** for all staff and monitoring and evaluation team. These will equip Justice Defenders to fully understand,

commit to and implement the recommendations made in the report, building shared responsibility for impact tracking and quality assurance.

9. **Provide a total of 10 hours of support** to Justice Defenders to be used within three months from the submission of the final Assessment Report. These could be spent coaching and/or helping with the recruitment of new members of the monitoring and evaluation team, or in other ways as the organisation needs.

METHODOLOGY AND LOCATION

The consultant will be required to design the methodology for the assessment.

The consultancy is expected to be completed predominantly remotely. If travel restrictions allow it, a week-long field visit to Kenya and Uganda will be part of the assignment.

DELIVERABLES

The final output will consist of an in-depth, comprehensive report providing details of the consultant's assessments as well as a set of actionable, practical and specific recommendations on how to improve Justice Defenders' M&E systems, data collection and analysis processes, decision making, team composition and overall performance. The final report should include an executive summary, an introduction, the methodology used, the relevant findings as well as a measurable change management and implementation plan.

All deliverables will be submitted to the Justice Defenders team in compliance with the agreed timeline for completion.

TIME FRAME

The final deliverable is expected to be submitted within 12 weeks from receipt of the signed contract. The consultant is expected to outline the project timeline and to detail the estimated number of days each activity will take.

BUDGET

The estimated budget for this service is between £10,000 and £12,000.

CONSULTANT PROFILE

Essential

- Proven expertise in carrying out external monitoring and evaluation activities – both quantitative and qualitative data collection, impact evaluation, analysis and recommendations formulation.
- Experience of leading impact evaluation of programmes in the fields of law, international law, justice and education in prison.
- Demonstrated experience in both quantitative and qualitative data collection and data analysis techniques.
- Strong analytical skills and ability to clearly synthesise and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.
- Good interpersonal skills and understanding of cultural sensitivities.
- Documented experience in participatory project assessments and evaluations.

Desirable

- Expertise in the fields of law and criminal justice is an advantage.
- Experience of working with organisations with people with lived experience of incarceration in the centre is highly desirable.
- An understanding of the law and its practice in Kenya and Uganda is a plus.

CALL FOR EVALUATOR

For Monitoring & Evaluation Systems and Data Assessment

Justice Defenders is currently seeking an external evaluator/s to run a comprehensive assessment of the organisation's Monitoring and Evaluation (M&E) systems and data.

The Terms of Reference for this assignment can be found [here](#).

Candidates are invited to respond to this call by **January 30th, 2022** by sending their proposal to Justice Defenders' Director of Growth Matteo Cassini at matteo@justice-defenders.org

Candidates can contact Matteo before submission for questions and clarifications by email. Please note there will be no reply from December 22nd, 2021 to January 4th, 2022.

The selection will be completed by February 3rd, 2022 and the selected candidate should ideally be ready to start the assignment on February 7th, 2022.

PROPOSAL SUBMISSION AND SELECTION

Candidates are requested to submit:

1. A technical proposal outlining the plan to respond to the terms of reference. This will include the methodologies, an implementation plan including activities and timeline.
2. A simple financial proposal (including VAT).
3. Description of experience in conducting similar assignments and of how the criteria of the consultant profile are met.
4. Examples of previous similar work would be an asset.

Applications will be considered by Justice Defenders as a whole according to the following criteria:

1. Evidence-based expertise and experience
2. Quality of technical proposal
3. Cost-effectiveness of financial proposal
4. Satisfactory examples of similar previous assignments.

Shortlisted candidates will be invited by Justice Defenders to further discuss the proposal via video call during the week commencing January 31st.