

TERMS OF REFERENCE
**CONSULTANCY TO DEVELOP AND IMPLEMENT A MONITORING AND
EVALUATION FRAMEWORK FOR THE JUSTICE REFORM PROGRAMME**

I. BACKGROUND

The Government of Jamaica (GOJ) has made justice sector reform a national priority and has, on many occasions, emphasized the importance of reforming the country's justice system. Both the *Medium-Term Socio-Economic Policy Framework (MTSEPF) 2009-2012* and the *Public Service Modernization Vision and Strategy 2002-2012* identify priority objectives related to governance issues including justice reform. At a sector level, the *Jamaica Justice System Reform Policy Agenda Framework (2009-2013)* identifies costed priorities for reforming justice sector institutions and policies. Another development initiative, managed from the Office of the Prime Minister and called the Public Sector Transformation Programme, aims to support the modernization of several Ministries, Departments and Agencies, including the Ministry of Justice. Transformation of the justice sector is a critical component in the thrust towards Jamaica achieving its broader governance objectives outlined in Jamaica's *Vision 2030*, the long-term strategic framework aimed at bringing Jamaica to developed-country status over the next two (2) decades.

It is within this context that the Ministry of Justice, through partnership with the Department of Foreign Affairs Trade and Development (DFATD) has embarked on a programme to transform the Jamaica justice sector. To guide the implementation of this transformation, the Ministry of Justice has established the Justice Undertakings for Social Transformation (JUST) Programme.

The Programme's Intermediate Outcome is "Improved Operational Efficiency and Participation in the Implementation of Justice Reform and Policy Measures". Contributing to this are the following three (3) Immediate Outcomes:

1. Improved service delivery and management capacity of justice sector institutions - The JUST Programme will provide technical assistance to key justice institutions, with the intent of strengthening the capacity of these institutions to sustain the effective management and ongoing development of the sector. Through the JUST interventions,

which will include costed strategic plans and piloted changes in operational practices, the GOJ's management practices, work processes and human resources will be enhanced.

2. Improved capacity of Ministries, Departments and Agencies to develop legislation - The JUST Programme will seek to streamline and improve the legislative drafting process. The Programme will work to strengthen the organization and operations of the Office of the Parliamentary Counsel, which has responsibility for drafting Jamaica's statutes and other legal instruments. On the input side, policy makers across the GOJ will be brought together to produce templates and guidelines for developing and revising legislative policies and producing drafting instructions. With more consistently detailed drafting instructions, the workflow of legislative drafters will be streamlined away from the iteration of legislative policy and towards a more targeted focus on the drafting process. By introducing drafting tools, templates and capacity-building initiatives, legislative drafters will be better able to consistently produce top-quality statutes and other legal instruments in a timely manner.

3. Improved capacity of communities and civil society organisations to participate in justice reform and promote public order – An effective way to sustain a national commitment to the ongoing improvement of justice sector institutions and policies, is the integration of civil society as active participants in discussions about justice and security policy. The JUST Programme will therefore work with non-government and civil society organisations, including the Jamaican Bar Association, to monitor, analyse and impact justice reform policy.

The Justice Undertakings for Social Transformation (JUST) Programme was designed to be implemented over a four (4) year period, an additional four (4) year extension was approved in the 2015 operational year. Achievement of the Intermediate and Immediate Outcomes depends heavily upon all implementing agencies working together to achieve predefined objectives both externally under the Justice Reform Programme and internally within their organizations. As such, a robust monitoring and evaluation mechanism is needed in order to ensure that all implementing partners maintain the course to achieve outcome goals before the end of the JUST Programme. Further, the Justice Reform Implementation Unit has been charged with the

responsibility of monitoring and evaluating all justice sector reform initiatives which work towards the reform of the justice system.

II. RATIONALE

This consultancy is intended to develop tools that will track the progress and efficiency of the work of each beneficiary under the Justice Reform Programme (including the JUST Programme) towards the intended results and to identify corrective actions that may be needed to ensure timely, high quality delivery of the activities. To ensure progress towards these results using the tools mentioned above, the Justice Reform Implementation Unit must establish a mechanism that will guide the monitoring and evaluation of that progress. The Monitoring and Evaluation Framework will allow for the monitoring and evaluating of the following:

- Internal issues: this includes the level of co-operation and collaboration among staff and partners and gauging the timeliness and efficiency of the implementation of activities;
- External issues: this covers key reform activities in the external environment, the accessibility to and the transfer and sharing of knowledge and information on justice reform, as well as, what external players are doing that might impact the outcomes of the overall Programme;
- The progress that is made towards achieving the stated outcomes within each beneficiary agency.

III. OBJECTIVE

The objective of this consultancy is to assist the JUST Programme and its beneficiaries to achieve the following:

- Key Performance Indicators to facilitate improved efficiency and service delivery of key staff members in each beneficiary agency;
- An accurate and adaptive Monitoring and Evaluation Framework with targets and indicators for beneficiaries under the Justice Reform Programme, which will provide a blueprint for performance assessment and continuous strategic planning and decision-making in support of the achievements of the outcomes;

- Measure the improvements in the capacity and outputs of the beneficiary institutions; and
- Ensure that activities undertaken by the JUST Programme are in line with and meet the overall outcomes of the Programme.

The consultancy should develop, produce and administer a mechanism that is able to:

- i) Ensure the integration of KPIs within the 6 beneficiary agencies under the JUST Programme.
- ii) monitor and evaluate outputs and outcomes to ensure achievement of the Ultimate Goal of the JUST Programme;
- iii) provide a basis for decision making on any necessary changes and improvements;
- iv) promote and reinforce the requirement of accountability for the use of resources;

IV. SCOPE OF WORK

The Consultant is expected to carry out the following work towards achieving the key results expected:

- a. Develop and implement a Monitoring and Evaluation system for all Justice Reform beneficiaries, inclusive of KPIs and guide the integration process for the use of KPIs;
- b. Develop and implement a Monitoring and Evaluation systems, tools, guidelines, recording and reporting systems;
- c. Train beneficiaries under the JUST Programme and staff members of the Ministry of Justice in the use of the mechanisms developed at a & b above; and
- d. Monitor and evaluate user satisfaction of the beneficiary services and in particular the Courts.

To achieve 'a' above:

1. Conduct a desk review of all relevant documentation available with regard to the development of an effective Monitoring and Evaluation mechanism for the Justice Reform Programme, within 30 days of engagement. These include:
 - a. The Jamaica Justice System Policy Agenda Framework, the Jamaica Justice System Reform Task Force Report, the JUST Programme Implementation Plan, as well as any other documentation provided by the Justice Reform Implementation Unit (JRIU);

- b. Monitoring and Evaluation Framework models that have been used successfully both locally and internationally to manage transformation programmes;
2. Conduct consultations with the JUST Programme implementation partners, core Programme management team, Ministry of Justice staff and beneficiary agencies, towards the development of a realistic Monitoring and Evaluation Framework as well as Key Performance Indicators for core staff of the beneficiary agencies, within 60 days;
3. Draft a comprehensive results-based Monitoring and Evaluation Framework for all ongoing Justice Reform projects, including identification of indicators and data requirements while retaining the overall goal, objectives, outcomes and impact approved for the Justice Reform Programme, within 3 months of engagement. This may include, but is not limited to, providing advice to the JUST Programme team, beneficiaries and Ministry of Justice staff on strategies to improve the implementation of the Justice Reform Programme components and activities;
4. To administer and complete Court User Survey by March 2017 and update Citizens' Scorecard.
5. Prepare and submit the final draft of the Monitoring and Evaluation Framework and final report on the integration process of KPIs within beneficiary agencies;
6. Submit periodic reports on the implementation process of the Key Performance Indicators within the beneficiary institutions.

To achieve 'b' above:

7. Draft data collection tools and forms, and design a data storage system that facilitates easy retrieval, use and tracking of the progress of the agreed indicators. These should be accompanied by a manual for the use of each and recommendations for equipment and/or software changes that may be needed to facilitate effective use;
8. Present draft tools, forms and data storage systems to the Justice Reform Programme management team for review and comments;

9. Orient/train identified staff members of the Ministry of Justice and the JUST Programme team and beneficiaries on:
- a. data collection;
 - b. data analysis and reporting;
 - c. tools and storage systems designed; and
 - d. Maintenance of the Key Performance Indicator standards implemented.
- in order to ensure the continued high quality of the new processes implemented.

V. QUALIFICATION

The Consultant should have at least a Master's Degree with no less than five (5) years work experience or a Bachelors Degree with no less than eight (8) years work experience in the Social Sciences, with a focus on Research, Monitoring and Evaluation methodologies, or related field, and a minimum of 3 years' experience in Project Management.

Assets

- Knowledge and understanding of theories, concepts and approaches relevant to monitoring & evaluation, practical experience in programme/project management and administration;
- Prior experience in developing monitoring and evaluation mechanisms;
- Experience in the monitoring and evaluation of development programmes;
- Good research, analytical and problem-solving skills, including ability to identify and resolve issues/problems;
- Familiarity with and experience in the use of various research methodologies including the development of databases;
- Excellent written and oral communication skills.

VII. EXPECTED DURATION OF ASSIGNMENT

The initial consultancy contract offered will be for 2 years with the option to extend or renew.

VIII. PAYMENT SCHEDULE

Payment will be made using a monthly salary system under a Contract of Service.

Emolument Package: **Basic Salary - \$3,500,000.00 - \$4,000,000.00**

Travelling - \$707,448.00

VIII. REPORTING REQUIREMENTS

Technical Reporting:

The Consultant will report directly to:

The Director, Justice Reform Implementation Unit

The Ministry of Justice

61 Constant Spring Road

Kingston 10

The Consultant will meet with an officer designated by the Director, Justice Reform Implementation Unit for a briefing session within three (3) working days of the contract being signed.

Approval of deliverables submitted

The performance of the Consultant will be reviewed by the Director, Justice Reform Implementation Unit upon submission of deliverables according to approved outputs prior to authorization of payment/s.

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