



TERMS OF REFERENCE FOR END OF PROJECT EVALUATION

OVERVIEW

Muslim Centre for Justice and Law (MCJL) will be conducting an End of Project Evaluation for the Project entitled **“ENHANCING ACCESS TO JUSTICE FOR THE POOR AND MARGINALISED PARTICULARY IN SELECTED MUSLIM COMMUNITIES IN UGANDA”** under its Access to Justice Programme, as funded by Democratic Governance Facility (DGF). MCJL is a faith based NGO dedicated to promoting and advancing Justice, tolerance and human rights in Uganda. MCJL has a primary focus on the poor and vulnerable members of the grass root communities and further encompasses the diverse community as a whole.

EVALUATION SUMMARY

Project Title:	ENHANCING ACCESS TO JUSTICE FOR THE POOR AND MARGINALISED PARTICULARY IN SELECTED MUSLIM COMMUNITIES IN UGANDA
Period for Evaluation	1 st April 2018 to 31 st March 2021
Pre-Bid Meeting	4 th March 2021
Evaluation Type	End of Project Evaluation
Evaluation Start and End Dates	15 th - 30 th March 2021
Anticipated Evaluation Report Release	15th April 2021

1.0 BACKGROUND TO THE EVALUATION

Muslim Centre for Justice and Law (MCJL) is registered and operates as a Non-Governmental Organization (NGO). MCJL envisions, ‘A Ugandan society that upholds universal faith-based principles in ensuring equitable access to justice, human rights and observance of the law.’ The Mission is “To facilitate observance of human rights, justice, peace, and good governance through promotion of public interest, civil liberties, and obligations under the law.

The Project under evaluation was designed to contribute towards the achievement of MCJL’s Strategic Plan (2016/17-2020/21) which is partly geared towards improving access to justice for



the poor and marginalized in Uganda. It is against that background that MCJL in 2018 secured funding from the Democratic Governance Facility (DGF) to implement a 36-months Project entitled “*Enhancing Access to Justice for the poor and marginalized particularly in selected Muslim communities in Uganda.*”

The Project was implemented in five districts of Uganda Bugiri, Mayuge, Butambala, Mpigi and Kampala. The Project primary beneficiaries included Muslim Adjudicators, Local Council Committees, Mosque Committees, Police stations, Prisons, Magistrate Courts and beneficiary citizens (Women, Men, Youth) in target communities. MCJL also has conducted in-depth analytical research studies in effort to advocate for the operationalization of Qadhi courts in Uganda, provide standard guidelines for Muslim Adjudicators in Uganda, within the Muslim civil society. The findings of these studies have served as a basis for programme development and created a platform in which to raise awareness and build capacity among the Muslim CSOs, clerics and empowered lay leaders to effectively engage through dialogue, community sensitization workshops, trainings and conferences. MCJL has previously engaged policy makers with a diverse group of individuals who form part of Muslim civil society in Uganda. The engagements have helped to address emerging issues among Muslim religious leaders among other Project actions.

The Intended Project Impact was: Enhanced access to justice for the poor and marginalized especially in select Muslim communities. This was measured by 2 indicators, i.e. I) (DGF, 3:4.1) Proportion of citizens reporting satisfaction with justice services and II) (DGF, 3:3.2) Proportion of citizens that report improvement in protection of fundamental rights as a result of DGF interventions.

The Intended Project Outcomes were: I) Access to justice enhanced for the poor and vulnerable citizens in the target communities and II) Human Rights of all citizens are upheld. These were measured at two levels: Outcome I) by indicators, (DGF, 3:4.1) Proportion of citizens reporting satisfaction with civil justice services, and (DGF, 3:4.1) Proportion of citizens reporting satisfaction with criminal justice services. At outcome II) by indicator, (DGF, 3:3.2) Proportion of



citizens that report improvement in protection of fundamental rights as a result of DGF interventions.

The Intended Project Outputs were: I) Improved access to Justice of citizens within the targeted communities. II) Improved capacity of key actors to handle Muslim related access to justice issues. III) Human rights awareness increased in the target areas. IV) Duty bearers trained on Gender and human rights Standards V) Policy, Legal and Practice Change influenced

Having implemented the Project for 36 months, MCJL is planning to conduct an end of Project evaluation whose purpose is to assess the progress made towards achieving the Project goal and impact based on the Project design and strategy (Relevance, Effectiveness, Efficiency, Impact and Sustainability) and to come out with recommendations to guide future programming.

2.0 JUSTIFICATION

MCJL implemented a Thirty-six months Project aimed at enhancing access to justice for the poor and marginalized particularly in selected Muslim communities in Uganda. Among the interventions were legal advice, ADR, Court representation, CLE, prison visits, trainings, radio talk shows and community outreaches, Advocacy and lobby meetings, research and mentorships, aimed at enhancing access to justice for the poor and marginalized particularly in selected Muslim communities in Uganda to ensure that Access to justice is improved and Human Rights of all citizens are upheld among target beneficiaries. MCJL therefore needs to document evidence of its performance and results both intended and unintended, document emerging issues affecting service delivery in the five target districts of Uganda.

The end of Project evaluation is therefore intended to assess the performance and contribution of this Project towards the enhanced access to justice for the poor and marginalized particularly in selected Muslim communities in the 5 targeted districts. It will be the basis to inform MCJL's future programming drawings from the lessons learnt and best practices documented in the evaluation as well as rendering accountability to donors and other stakeholders.

3.0 OBJECTIVES OF THE EVALUATION



The overall objective of the evaluation is to assess the progress made towards achieving the intended Project impact based on the Project design and strategy (Relevance, Effectiveness, Efficiency, Impact, coherence and Sustainability) and to make recommendations to guide future programming.

3.1 SPECIFIC OBJECTIVES

1. Assess the Project design in terms of delivering on its outcomes and outputs
2. Assess overall Project performance in terms of its relevancy, efficiency and effectiveness and sustainability of interventions in the in the Muslim communities and Justice Sector.
3. Identify and analyze any unintended outcomes arising out of implementing the Project
4. Document best practices, lessons learned and adaptations
5. Identify recommendations for improving future programming.

4.0 SCOPE OF THE ASSIGNMENT USING OECD EVALUATION CRITERIA

The evaluation will take place in the five districts of Bugiri, Mayuge, Butambala, Mpigi and Kampala. It will take into consideration aspects of the Project design, relevance, effectiveness, efficiency, impact, coherence and sustainability of Project interventions as well as the Project implementation modalities and recommendations for future programming.

The evaluation is intended to be comprehensive and participatory covering the following aspects:

IMPACT: Establish what difference the intervention made. The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

RELEVANCE: Assess the relevance of the Project in terms of addressing access to justice issues on the targeted beneficiaries covered by the Project as well as the emerging institutional and policy issues;



EFFECTIVENESS: Examine the extent to which the Project achieved its immediate objectives and produced outputs; review and assess the implementation, coordination arrangements and decision-making mechanisms during the implementation;

EFFICIENCY: The evaluation will also assess the appropriateness of the operational strategies adopted by the Project to achieve the set of objectives and make recommendations in the light of strengths and weaknesses identified.

In addition, the evaluation will assess timeliness of inputs provided and quality and quantity of outputs and results produced; and examine the cost effectiveness of the Project in relation to the planned outcomes and outputs.

Lessons learned: Identify possible changes in terms of knowledge, attitude, practice and behavior that could have occurred as a result of Project interventions. The positive and negative, intended and unintended, changes produced by the Project will also be captured.

Best practices, lessons learned and adaptations in terms of product and processes will be documented to inform future programming of MCJL interventions in districts of Bugiri, Mayuge, Butambala, Mpigi and Kampala in selected sub counties and divisions respectively.

SUSTAINABILITY OF PROJECT INTERVENTIONS:

The evaluation is required to assess the likelihood that any positive changes may be sustained in the short, medium and long term. The capacity of MCJL to contribute to sustaining the positive changes will be assessed. The major factors which influenced the achievement or non-achievement of sustainability of the Project will also be identified.

COHERENCE: Establish how well the interventions did were fit in access to justice for the poor and marginalized. The compatibility of the intervention with other interventions in Uganda, Justice Sector or MCJL as an institution.



Keen attention should be taken to find out: The extent to which other interventions (particularly policies) support or undermine the intervention, and *vice versa*. Includes internal coherence and external coherence:

Internal coherence addresses the synergies and inter-linkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.

External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

5.0 EVALUATION METHODOLOGY

The Consultant(s) will be required to illustrate an appropriate methodology with a clear sampling approach showing how they intend to collect and analyze information from the different stakeholders. The choice of method must consider the capacities of the different target groups and stakeholders. The consultant is expected to use a mix of methodologies. A participatory approach should be adopted to ensure full participation of the stakeholders. A detailed methodology and data collection methods must be included in the technical proposal detailing how the COVID-19 context will be taken into consideration.

6.0 LESSONS LEARNED

The lessons learnt by the entire evaluation team shall be documented and shared with the Project team to be taken into consideration for future programming. The documentation of these lessons will be vital for reflection, growth and continued improvement.



7.0 ROLES AND RESPONSIBILITIES FOR EACH PARTY

7.1 The consultant will have the following roles & responsibilities:

- ❖ Review of the relevant Project documents
- ❖ Establish contacts with the various Stakeholders and intended beneficiaries.
- ❖ Prepare and submit to MCJL an evaluation proposal and the inception report including methodology to be used, work plans and schedules for the assignment for review and feedback and approval by MCJL.
- ❖ Conduct field visits
- ❖ Submit an inception report (with detailed methodology, research tools and timeline/logistics) for further discussion.
- ❖ Develop data collection tools.
- ❖ Interview selected respondents during the evaluation
- ❖ Hire and train the data collection team
- ❖ Lead and supervise the data collection
- ❖ Leading the data entry and analysis
- ❖ Take lead in the validation meetings with selected stakeholders and beneficiaries.
- ❖ Submit a draft evaluation report and final evaluation report based on the stakeholders' feedback

7.2 MCJL WILL HAVE THE FOLLOWING ROLES & RESPONSIBILITIES:

- ❖ Briefing the evaluator about the Project and the evaluation exercise
- ❖ Review and approve the evaluation tools and methodology to be used during the evaluation



- ❖ Provide all the necessary documents and support to the consultant to ensure timely completion
- ❖ Avail all the required facilitation and coordination
- ❖ Prepare and effect payment for the consultant according to the terms in the contract

8.0 EXPECTED DELIVERABLES

The end of Project evaluation is expected to produce the following outputs;

8.1 An Inception Report from the consultant within one week of signing of the contract which must be approved by the President - MCJL. This report is expected to provide the consultant's understanding of the assignment, detail out the methodology and approach to be adopted by the consultant, questions to be answered and detailed work plan for the entire exercise.

8.2 Draft questionnaires, interview guides and other detailed tools to be used for data collection tools will be submitted to MCJL for review and approval before data collection starts.

As part of the inception report, the consultant must provide a data analysis plan showing the questions and analysis for each of the Project indicators.

8.2 A Draft Evaluation Report for presentation to MCJL Management. The report should highlight key achievements, challenges and the extent to which objectives of the Project were met as well as the impact of the Project on the targeted Stakeholders and beneficiaries.

In addition, the Report should highlight any good practices and lessons learned based on the implementation of the Project.

Appropriate recommendations should be provided by the Consultant to guide future programming of MCJL interventions.

8.3 Final Evaluation report will be submitted detailing the evaluation methodology, findings, lessons learned, adaptations and recommendations. The report shall incorporate specific simple and achievable recommendations, including the most appropriate strategies that can be used to



address the issues identified. The final report should address the issues and correspond to the evaluation objectives set out above. It should take into account the concerns raised by the stakeholders. Final process report that highlights the processes undertaken, key deliverables as well as any challenges encountered in execution of the assignment.

The report should contain (but not limited to) the following:

- ❖ Executive Summary presenting the major findings and recommendations.
- ❖ Evaluation aims, objectives, and scope.
- ❖ Assessment of the Project's impact.
- ❖ Description of the methodology used.
- ❖ Limitations/challenges encountered.
- ❖ Description of the assessment process including its constraints and challenges.
- ❖ Detailed findings related to the objectives.
- ❖ Recommendations for future programming.
- ❖ Lessons learned.
- ❖ Conclusions.

The annexes of the report should contain (but not be limited to):

- ❖ The evaluation Terms of Reference.
- ❖ Inception report.
- ❖ List of people interviewed.
- ❖ Raw data collected and the data base.



- ❖ Data collection tools.

9.0 BUDGET

The consultant will develop a detailed budget and work plan based on the details in the TOR

10.0 CONSULTANT SELECTION CRITERIA

10.1 The proposals will be evaluated according to the following criteria: -

Technical proposal (40%): This should detail their understanding of the work to be done and a general outline on approach the assignment and a list of previous related work experience. A detailed methodology and data collection tools should be included in the technical proposal. It would be important to include a capability statement of the individual consultant/firm. Including summary of proposed approach and methodology that should show how you will adapt to COVID-19 context.

Financial proposal (30%): This should detail the cost of the proposed work.

Relevant experience (30%): This should include the experience and activities related to Project Evaluations undertaken before.

10.2 EXPERTISE REQUIRED FOR THE EVALUATION

- ❖ Previous experience in Project evaluation preferably in Access to Justice.
- ❖ Must be able to or have team that understands and speaks or at least Luganda and Lusoga.
- ❖ Must have excellent skills in research and monitoring & evaluation in governance or any other field.
- ❖ Ability to conduct quality evaluation within the stipulate time and respond to requests in a timely manner.
- ❖ Excellent probing, analytical, facilitation, written and communication skills.



- ❖ Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.
- ❖ Highly motivated and committed to the values of transparency and integrity.
- ❖ The individual consultant or firm must have **Evidence based Evaluation experience of not less than 7 years** in conducting similar assignments and well-grounded in preparing Evaluation reports on Access to Justice or Governance programme work. Must document the Evaluation experience of similar work in the CVs. The required qualifications are a minimum of Post graduate or a Master's Degree in M&E, Management Studies, Law, Governance or any other relevant field from a recognized University

11.0 REPORTING.

The Consultant shall report to the M&E L Manager or designated person on all matters pertaining to this assignment.

12.0 DEADLINE FOR SUBMITTING PROPOSALS.

Technical and Financial Proposals with CVs attached for all interested bidders should be routed to:

The Procurement Committee

Muslim Centre for Justice and Law,

P.O. Box 6929; Kampala, Plot 1/2 Basiima Building, Bwaise.

Attention: The President MCJL

Subject matter: End of Term Evaluation

E-mail applications can be sent to the following email: muslimjustice41@gmail.com or info@mcjl.ug

Proposals of interested candidates should be sent via email not later than 2nd March 2021 before 11:59 PM