

Terms of Reference

Mid-Term Review of the project:

‘Matra Rule of Law Training Programme’

1. Background

The Netherlands Helsinki Committee is a non-governmental organisation that promotes human rights and strengthens the rule of law and democracy in all countries of Europe, including the Central Asian countries participating in the OSCE. The work of NHC lies primarily in executing projects to strengthen legal protection and improve public policies that affect vulnerable or disadvantaged groups. We support human rights NGOs to withstand governmental pressure. Additionally, we work to improve the implementation of OSCE human dimension commitments and other international human rights agreements. We take active part in several civil society networks of human rights NGOs in Europe.

The *Matra Rule of Law Training Programme* is designed to strengthen institutional capacity in the field of rule of law within government organisations in Albania, Bosnia and Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Serbia, Turkey and Ukraine. To this end seven training programmes are offered per year, each introducing the participants to best practices in a wide range of the following rule of law themes:

1. Integrity of Civil Servants (2017/2018)
2. The administration of justice (2017/2018)
3. Human Rights and Minorities (2017/2018)
4. Decentralisation and Citizen Participation (2017/2018)
5. Public Finance Management (2017/2018)
6. Public Procurement (2017/2018)
7. Freedom of the Media (2017)
8. Detention and Alternative Sanctions (2018)

Through interactive sessions combining theory, practical skills and study visits, participants acquire the knowledge and skills necessary to drive reforms in their home countries.

The participants of the training programmes are working in:

- Justice sector: national agencies that administer criminal and civil justice, i.e. courts, prosecution agencies, and prison and probation management;
- Justice sector oversight institutions : e.g. parliamentary committees, judicial councils, ombudsman institutions, and anti-corruption agencies;
- Public administration: agencies of the executive branch of the state at the central, regional and local levels.

By taking part in the training programme, participants become part of a large transnational network of alumni, lecturers and relevant government departments in the Netherlands and in the target countries. This network offers a platform for learning, exchange and collaboration.

The Matra Rule of Law Training Programme is designed and delivered by the Netherlands Helsinki Committee, Leiden Law School, and The Hague Academy for Local Governance. It is financed by the Ministry of Foreign Affairs of the Netherlands.

2. Context of the review

The review takes place at the end of the first two-year contract period (2017 – 2018), and at the start of the second two-year contract period (2019 – 2020). The decision to extend the contract for a period of two years has been taken by the Ministry of Foreign Affairs. The result of the review will not affect this decision.

3. Purpose of the review

The review has as its focus the generation of insight into the implementation of the training programme and the achievement of results, and is therefore primarily geared towards learning and steering. The review should develop recommendations resulting from the findings and conclusions that can help improve the training programme for the coming two years.

4. Objectives of the review

The objectives of the review are:

1. Provide an objective analysis of the effectiveness of the training programme, and provide clear and forward-looking recommendations resulting from the findings and conclusions that can help improve the implementation and long-term impact of the training programme for the coming two years.
2. Provide an objective analysis of the relevance of the training programme, and provide clear and forward-looking recommendations resulting from the findings and conclusions that can help improve the relevance of the provided training programme content for the coming two years.

5. Preliminary evaluation questions for the Mid-Term Review

Below follows a preliminary list of evaluation questions. These are not meant to be exhaustive, and an inception phase with desk review is foreseen during which the suggested evaluation questions should be refined and made more specific, and additional ones can be added.

Under objective 1: the effectiveness of the training programme:

1. *Assessment of the promotional activities and selection procedure in relation to the objectives of the Matra Rule of Law Training Programme as formulated in the project proposal:*
 - Is the project reaching the target audience as described in the training brochures through its promotional activities?
 - Is the project selecting training participants in line with the target audiences and admission requirements as described in the training brochures?
 - Is the project targeting and selecting civil servants that are in key positions to drive reforms in their respective fields?
2. *Assessment of the outputs of the Matra Rule of Law of Law Training Programme in relation to the objective of knowledge- and skills transfer:*
 - Did the project's training programmes results in the transfer of knowledge and skills to the participants?

- Did the transfer of knowledge and skills result in a sustainable change of the behavior of the participants? Are they applying the knowledge and skills they have acquired in their everyday work?
3. *Assessment of the outputs of the Matra Rule of Law of Law Training Programme in relation to the objective of the creation of a network:*
- In the experience of the participants, is the project contributing to the network objective as formulated in the project proposal? If not, how can this be improved?
 - In the experience of the Netherlands Embassies in the participating countries, is the project contributing to the network objective as formulated in the project proposal? If not, how can this be improved?

Under objective 2: the relevance of the training programme:

4. *Assessment of the relevance of the eight training themes in relation to the objectives of the Matra Rule of Law Training Programme as formulated in the project proposal:*
- In the current context of the participating pre-accession and Eastern Partnership countries, are the eight training themes relevant in relation to the project's objectives?
 - Are the eight training themes equally relevant in all of the participating pre-accession and Eastern Partnership countries?
 - In relation to the project's objectives, the current context in the participating countries, and the policy objectives of the Ministry of Foreign Affairs, can alternative themes be identified that would hold more relevance?
5. *Assessment of the relevance of the individual training components in relation to the objectives of the Matra Rule of Law Training Programme as formulated in the project proposal:*
- How do the participants evaluate the relevance of the individual training components in terms of content?
 - How do the participants evaluate the relevance of the individual training components in terms of approach (theory, skills and study visits)?

6. Methodology and approach

The evaluation methodology and design will be developed by the evaluator in close collaboration with the NHC during the inception phase of the evaluation. This paragraph states only some directions for the evaluation.

Use of data

Depending on its confidential status, the NHC will make all relevant documentation available to the evaluator (project proposal, yearly report to MFA, materials and publications produced, evaluation results, statistics concerning the application procedures of the trainings organized). During the inception phase of the evaluation it should become clear which evaluation questions can be answered using existing data and which additional data collection is required.

Participatory approach

The NHC values a participatory approach for the External Evaluation to ensure that different perspectives and perceptions are taken into account at various stages of the evaluation process. This will ensure relevance for and increased ownership of the evaluation findings by the different stakeholders.

Field visits

The evaluation should include at least two field visits to triangulate key review findings. The first should take place in one of the participating Western-Balkan countries, the second in one of the participating Eastern Partnership countries.

7. Expected outputs

Evaluation plan

1. Draft evaluation plan that includes the following elements:
 - Detailed description of methodology and data gathering methods
 - Detailed plan, timeline and budget
 - Methodological challenges and how these are taken into account
2. Final evaluation plan (including the same elements as the draft evaluation plan)

Evaluation report

3. Draft evaluation report that includes the following elements:
 - An executive summary
 - The objectives as stated in the Terms of Reference
 - A justification of the methods and techniques used including any limitations of the evaluation
 - Presentation of the findings, their analysis, conclusions, lessons learned and recommendations concerning the evaluation questions.
 - Final conclusions & recommendations
4. Final evaluation report (including the same elements as the draft evaluation report)

All deliverables are to be submitted in English, in electronic form, and in accordance with the deadlines stipulated below. The evaluator is responsible for editing and quality control on language. The final evaluation report will have to be delivered in accordance with the UNEG Quality Checklist for Evaluation Reports¹, and should be presented in a way that directly enables publication. The NHC retains the sole rights with respect to all distribution, dissemination and publication of the deliverables.

8. Tentative time-frame

	January 2019	February 2019	March 2019	April 2019
Contract signed	X			
Inception phase		X		
Final evaluation plan		X		
Implementing the evaluation		X		
Draft report			X	

¹ <http://www.uneval.org/document/detail/607>

Comments on draft report			X	
Final report				X
Presentation of evaluation findings				X

9. Budgets and payment methods

The total costs for this Mid-Term Review will not exceed EUR 30.000 (excl. VAT). This amount includes fees, administrative costs, accommodation during travelling, and communication costs. The fees are calculated for the entire assignment, so including planning, preparation, info collection, travelling, interviews, report writing, report revision, editing and finalization of the assignment. Fees will be paid according to the following schedule: 30% upon approval final evaluation plan, 40% upon receipt draft report, and 30% upon approval of the final evaluation report & presentation of results.

10. Required skills and experience

The NHC is inviting expressions of interest from individual consultants to carry out the Mid-Term Review of the Matra Rule of Law Training Programme. The consultant should have:

- Over 10 years of relevant experience in designing and facilitating participatory evaluation processes, ideally including multi country projects and engaging a broad range of stakeholders.
- A background/knowledge in the field of capacity building, rule of law, and European integration.
- Be highly motivated and committed to the values of transparency and integrity.
- Spoken and written fluency in English

Applications (in English) must be sent by email to office@nhc.nl by 18 January 2019 and contain the following elements:

- Curriculum Vitae with full description of the applicant's profile and experience.
- Approach and proposed data collection methods, including a format for the evaluation report, based on the information provided in these Terms of Reference.
- Detailed proposal of how the assignment will be approached, including detailed cost estimation.
- One sample of previous work.
- A detailed budget including all possible costs that may be incurred during the evaluation, including travel and administrative costs not exceeding €30.000 (excluding VAT).
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience.

Proposals will be assessed and selected on the basis of their approach, methods, and price.