Strengthening Citizen Engagement in Fiji Initiative (SCEFI)
Final Evaluation
Report

Welmoed E. Koekebakker

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Contents

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List of acronyms and local terms

Bose Vanua	Meeting for traditional leaders of the districts or province
Bose Va Koro	Village council meeting
CCF	The Citizens' Constitutional Forum
CBO	Community-Based Organization
CfP	Call for Proposals
CIVED	Civic Education and Dialogue (UNDP)
CPAD	Capacities for Peace and Development (UNDP)
CSO	Civil Society Organization
EC	European Commission
EIDHR	European Instrument for Democracy and Human Rights
ER	Expected Results
EUD	Delegation of the European Union
FDPF	Fiji Disabled Peoples Federation
FJD	Fiji Dollar
FRIEND	Foundation for Rural Integrated Enterprises & Development (FRIEND).
HRBA	human rights based approach
HRM	Human resource management
IfS	Instrument for Stability
IGA	Income Generating Activities
iTaukei	indigenous Fijians – see TAB
LA	Local Authorities
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersexual, Questioning
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MoYS	Ministry of Youth and Sports, Fiji
MoU	Memorandum of Understanding
MoWCPA	Ministry of Women, Children and Poverty Alleviation, Fiji
MP	Member of Parliament
MSC	Most Significant Change
MTR	Mid Term Report
National Strategy	iTaukei National Strategy – SCEFI supported training project on good governance and local leadership
NDMO	National Disaster Management Office
NGO	Non-Governmental Organization
OHCHR	Office of the UN High Commissioner for Human Rights
PCP	Pacific Centre for Peace-Building
PME	Planning Monitoring and Evaluation
PRRP	UNDP's Pacific Risk Resilience Programme
ROM	Results Oriented Monitoring mission (European Commission)
Roko Tui	Executive head of Fiji's 14 Provincial Councils - maximum authority at provincial level
SCEFI	Strengthening Citizen Engagement in Fiji Initiative
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SPICED	Subjective, Participatory, Interpreted, Cross-checked, Empowering, Diverse and disaggregated
TAB	iTaukei Affairs Board, national government entity responsible for good governance and wellbeing of the iTaukei
iTaukei	indigenous Fijians
iTAB	see TAB
ToR	Terms of Reference
ToT	Trainings of Trainers
UNDP	United Nations Development Programme
UNSCR 1325	United Nations Security Council Resolution on Women, Peace and Security
USAID	United States Agency for International Development
Vanua	Literally: Land. Actual meaning in the iTaukei context: the people with its culture, language, traditions, the land and its resources, the marine spaces and its resources, the village leadership structures, the community's moral and social fabric passed down from generation to generation.
VSHC	Viseisei Sai Health Centre

Executive Summary

This report presents the findings of the Final Evaluation of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI) – project.

Strengthening Citizen Engagement in Fiji Initiative (SCEFI) is a 3,5 year project with a budget of EUR 2,600,000 Euro, implemented by the United Nations Development Programme (UNDP) and funded by the European Union (EU) and UNDP. Its objective is to contribute to a peaceful transition to democracy and the rule of law in Fiji after 8 years of military rule.

The project's Specific Objective is: to encourage the active and collaborative participation of Fiji's citizens, in particular women and youth. The Expected Results are: 1) Fiji's citizens and CSOs are engaged in dialogue upholding democratic principles, and 2) Inclusive dialogue spaces are built.

The project has two key components: (A) Small grants to CSOs, and (B) Dialogue and relationship building.

SCEFI has supported 56 projects through 44 organisations (via grants) and over 35 dialogue events.

The purpose of this final evaluation is to glean **lessons learned** from the implementation of SCEFI and provide key **recommendations** on how to continue to support civil society programming.

The evaluation seeks to answer some of the key questions:

Are we doing the right things? Are we doing things right?

Methodological approach: The evaluation used an Outcome assessment / Contribution analysis approach. SCEFI contribution to outcome is assessed at different levels: at an individual level, a collective level, an institutional level and a nation wide level. Focus of the evaluation is on a qualitative approach to outcome 'harvesting' through documenting and analysing narratives of output and (contribution to) outcome. Sources include project documents, secondary sources, interviews, field visits, group discussions, rapid surveys, perception surveys, and a stakeholder workshop. The evaluation followed an 'appreciative inquiry approach': focusing on positive elements of organisations to foster constructive change. Cross cutting methodologies included: a gender perspective, a human rights based approach; and integration, wherever possible of visual tools and visual sources of verification.

The evaluation was carried out in October-November 2016, and was divided into a desk phase, a field phase and a synthesis phase.

Key findings of the evaluation are:

1. Strengthening Citizen Engagement in Fiji Initiative (SCEFI) is a **highly relevant** project as it helped strengthening the transition to democracy and the rule of law in Fiji, at a critical juncture of Fiji's history (SCEFI Overall Objective).

2. SCEFI has successfully encouraged the participation of Fiji's citizens (Specific Objective) in opening up new spaces for dialogue on issues that are relevant to them, and give voice to sections of society that have so far been excluded. This is a **significant outcome**.

3. SCEFI made a considerable contribution to engaging Fiji's citizens and CSOs in public debate on national and local issues (Expected Result 1) and in opening inclusive dialogue spaces between and amongst different constituencies (Expected Result 2).

4. SCEFI has **documented** the wealth of lessons learned and good practices in an eminent way. Lessons learned are accessible for a wider public and can be used for a follow-up to SCEFI. The '**SCEFI model**' is relevant for **replication** on a wider scale in Fiji, and possibly for other countries in the Pacific.

5. UNDP/SCEFI opted for a mixed grant portfolio that includes reaching out to 1) small, informal and inexperienced CSOs, 2) all 14 provinces including remote areas so far hardly covered by funding, 3) both iTaukei and Indo-Fijian communities, 4) marginalized groups, and 5) people addressing sensitive issues. UNDP/SCEFI is **commended** for this policy choice as it was critical to **a substantive fulfillment of the SCEFI mandate** to support the transition to democracy in Fiji through encouraging the active participation of Fiji's citizens, in line with the government's commitment to 'leave nobody behind'[1].

6. In the current - still fragile - transition period SCEFI has not only strengthened Fijian CSOs through financial and technical support, but CSOs have also felt '**secured**' and 'protected' partly because UNDP and EU are perceived 'in the middle'; UN and EU support is perceived as an empowering and **protecting factor** in itself.

7. SCEFI's choice of **implementation modalities** is very good; some have worked particularly well, such as the grant scheme for CSOs, the establishment of a panel of facilitators, the dialogues and platform building, advocacy trainings, the National Strategy, and the parallel engagement with government, iTaukei Advisory Board (TAB), and civil society.

8. The SCEFI project has contributed to a wide range of **outcomes**. This evaluation undertook a rapid assessment of the 56 civil society grants under SCEFI and the twelve main national level dialogues supported by SCEFI. Outcome is evidenced at 4 levels: individual level (individual skills and empowerment); organizational level (organizational capacities); community level (needs assessments, dialogues, conflict resolution, capacity building) and national level (coalition building, government-civil society engagement, legislation supporting inclusion and rights, initiating national level dialogues).

Outstanding features – quality indicators - of the SCEFI project are:
   a. A focus on constructive CSO-Government engagement,
   b. Integration of a social cohesion / multiculturalism / peace building approach,
   c. Engaging champions for change,
   d. A focus on informal/formal networking and track-2 diplomacy,
   e. Gender and diversity perspective,
   f. A contextualized approach.

9. CSO-Government engagement: SCEFI supported projects have explored and effectively engaged in collaboration with the Government of Fiji. Civil Society-Government engagement has been strongly encouraged throughout the SCEFI project. The use of constructive rather than adversarial approaches to advocate community needs elicited Government participation and commitment. NGOs have been increasingly successful in collaborating with the Government, and there is a body of lessons learned. The SCEFI experience involves at least fifteen examples of innovative civil society-Government engagement. Government – CSO collaboration is an essential and sustainable indicator for SCEFI's contribution to democratic transition. It is fair to say that at this juncture of democratic transition in Fiji, **SCEFI marked a breakthrough in constructive civil society-Government engagement in Fiji.**

10. An overarching theme in SCEFI is **social cohesion and conflict resolution**. The SCEFI experience demonstrates that bringing a peacebuilding approach to the community level is critical. Where traditional conflict resolution structures can not accommodate the challenges that communities face in modern times, there is an evident need for more inclusive approaches in community governance and conflict resolution. SCEFI has facilitated, explored and successfully implemented some forward looking approaches to conflict resolution and social cohesion.

11. A successful facet of the SCEFI project was the investment in identifying and engaging **champions for change** towards inclusive action.

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[1] Prime Minister Bainimarama: "Mine will be an inclusive Government over the next four years (…) I am determined to

12. One of the strong features of the SCEFI approach is in the **networks** created, not only through a formal project approach but also through **informal** relationship building and **track-2 diplomacy** including with high-level Government stakeholders. UNDP has invested considerable time in track-2 diplomacy and establishing good relations with the Government, with TAB, and with the civil society sector.

13. UNDP's neutrality and **trust** with all sides is acknowledged and appears a critical component for the achievement of results.

14. The project is overall outstanding in mainstreaming **gender equality** and enhancing the role of women. SCEFI includes support to prominent women's organizations but also to small women's groups. SCEFI has a multi-layered contextualized gender perspective. In some projects the gender perspective is articulated, in other contexts the approach takes the local culture, social fabric and perceptions as the point of departure. Two third of the SCEFI grants (63%) have a female leader - a female role model as a driving force in the organisation – this is an empowering factor in itself. SCEFI supported the LGBTIQ community. SCEFI also supported innovative actions on masculinities and 'men against violence'.

15. The SCEFI project was relevant in particular as it maintained a **contextualized** approach, addressing social actors and political dimensions through multiple scenarios,

16. **Synergies**: There is considerable synergy between the SCEFI supported projects. A rapid assessment indicates that 80% of SCEFI supported projects have some level of synergy, and for 50% of SCEFI supported projects the synergy is institutionalised through joint project implementation, joint advocacy, networking, or coalition building.

17. Support to the **iTaukei** National Strategy is a cornerstone of the SCEFI project. The National Strategy is highly relevant for Fiji: it is, in the recent history of Fiji's return to democracy, the first robust collective effort of the iTaukei Affairs Board and Ministry and Civil Society partners to effectively collaborate on a common goal. The SCEFI support to the National Strategy leaders has given the iTaukei community a 'paradigm shift'. The fact that 'ownership' of TAB, Government partners and Civil Society has been created in the process is one of the factors contributing to its success. Despite efforts and inputs by the SCEFI team a gender perspective and a human rights based approach are not yet fully integrated in the curriculum. Arrangements are made for Civil Society expert organisations providing implementation support including on human rights and gender. Collaboration between TAB and civil society organisations is expected to be critical to the quality of the outcome.

18. The SCEFI project has provided an excellent level of **visibility** for all stakeholders, including EU, UNDP, Government of Fiji, TAB, and Civil Society Organisations, thanks to a strong media strategy and the fact that the project management has successfully engaged high level stakeholders at crucial project events.

19. SCEFI support to cyclone response has helped placing CSOs (PCP, CCF, FRIENDS, FWRM) on the map of disaster management in Fiji. This is an important outcome in the natural disaster prone context of Fiji.

20. Several features of SCEFI are conducive to the sustainability of the outcome of the project: the Lessons Learned documented in Emblematic Stories and video documentaries; the empowerment of vulnerable groups; the Capacity Building; the networking and coalition building activities; the CSO-Government engagement; the peacebuilding approach; the contextualized approach; the support to the iTaukei National Strategy; the engagement of Champions for change; and last but not least UNDP's choice for a mixed grant portfolio that reaching out to vulnerable groups *'leaving nobody behind'*.

Key Recommendations are:

1. To UNDP and EU: Continue support to the democratic transition process in Fiji through encouraging the active and collaborative participation of Fiji's citizens, in particular women and youth, with a focus on civil society engagement, inclusive dialogue spaces on national and local development issues 'leaving nobody behind'.
2. To UNDP: Design a follow up to the SCEFI project:
    a. Deepening the outcomes from SCEFI (social cohesion, multiculturalism, youth and gender, 'leaving nobody behind'),
    b. Deepening Lessons Learned from SCEFI,
    c. Replicating Good Practices.
3. To UNDP: Key components of a follow-up to SCEFI may be:
    a. Building on best practices from the present implementation modalities: parallel engagement with government, iTaukei Affairs Board, and civil society),
    b. Building on transformational approaches (such as the Rotuma model, the multicultural youth dialogues),
    c. Replicating on a wider scale actions that have contributed to social cohesion, multiculturalism, peace building, youth & women engagement, 'leaving nobody behind'.
    d. Support to CSO-Government-Grassroot collaboration,
    e. High level dialogues, including with the security sector, on key issues, including Fijian identity, human security and peace building, non-violence, rights based approach,
    f. Focus on Coalition Building, platform building,
    g. Support to the 2018 democratic election process (civil society support, dialogue spaces)
    h. Cross cutting issues: rights based approach, multiculturalism, gender, vulnerable groups, disaster preparedness.
4. To UNDP: If funds are limited or not available, prioritise technical & capacity building support.
5. To UNDP: Continue strengthening the CSO sector: Strategic support to Civil Society Organisations and the CSO sector. 1. Internal: capacity building including on organizational development, democratization, multiculturalism, diversity, gender, 2. CSO Platform building: how to use democratic space, code of conduct, rights holders' and the duty bearer's perspective; Issues of transparency, accountability within the NGO sector, 3. External: strengthening the legal and political CSO framework, accountability.
6. To UNDP: Integrate a gender perspective in all aspects of the programme. Create a pool of gender experts for engagement in traditional contexts. Build on what worked and what did not work in SCEFI in terms of gender mainstreaming. Include sex-disaggregated planning, monitoring, reporting, communicating.
7. To UNDP: In case of a grant scheme: more focus, core themes, exclusively for initiatives that include coalition building. Maintain a mixed grant portfolio that includes reaching out to 1) small and inexperienced CSOs, 2) remote areas, 3) both iTaukei and Indo-Fijian communities, 4) marginalized groups, and 5) people addressing sensitive issues; in line with the government's commitment to 'leave nobody behind'. Design a mechanism for supporting small nascent CSOs which is feasible from a management perspective (e.g., sub-grants, facilitators).
8. To UNDP: Continue supporting the National Strategy. In particular: Capacity Building of the iTauke staff and trainers, M&E framework, Training of Trainers, support to engaging CSO expert trainers, support to mixed (iTaukei and non-iTaukei) trainings. To UNDP, TAB: Support the collaboration with Civil Society expert organisations in implementing the trainings, developing curriculum content and handouts to be relevant to emerging issues in Fiji society, in particular for vulnerable groups. Effectively consider the National Strategy as a 'living strategy'. Develop a mechanism to monitor implementation and trainer / trainee / stakeholder feedback. Integrate a gender perspective in curriculum, module

updates and handouts. Involve gender expertise (gender experts) and improve gender balance in terms of TAB staff. Training on gender equality for TAB staff. Trainers to integrate a gender perspective throughout the training (not just adding as a subject). Handouts be developed. Set a target for women participation in trainings (50%, or justify if different percentage) and create an enabling environment for reaching those targets. Include a rights based approach in the implementation of the National Strategy.

9. To UNDP: Pro-actively share the SCEFI model and lessons learned (documented in emblematic stories, video's). Make them accessible for a wider public, potential donors and a follow-up action.

10. To UNDP: In a follow-up SCEFI, at the start of the programme, provide capacity building on community baseline surveys, to develop a deeper understanding of needs and concerns of people and contextualise strategies towards development and change.

11. To UNDP: In a follow-up SCEFI, include a SCEFI-wide monitoring system allowing for a rigorous outcome assessment, and build capacity on Monitoring and Evaluation and result oriented practices.

12. To UNDP: Bring together SCEFI supported CSOs involved in post-cyclone relief to analyze lessons learned on disaster management (in addition to the evaluation organized by NDMO).

13. To all donors involved in Fiji Civil Society support: engage in effective donor coordination.

14. To the Government of Fiji: The Rotuma inter-generational action was nominated best practice by the EU, the President of Fiji and the Ministry of Youth. Recommendation: Provide sustained support to this social cohesion approach, replicate the "Rotuma approach".

15. To the Government of Fiji: in view of the successful contribution of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI) to strengthening the transition to democracy and the rule of law in Fiji *'leaving nobody behind',* explore sustained collaboration with a follow-up SCEFI initiative.

1. Introduction

This report presents the findings of the Final Evaluation of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI) – project.

Strengthening Citizen Engagement in Fiji Initiative (SCEFI) is a three and a half year project implemented by the United Nations Development Programme (UNDP) and funded by the European Union (EU) and UNDP. Its objective is to contribute to a peaceful transition to democracy and the rule of law in Fiji after 8 years of military rule.

The project is designed to provide communities and local governments information, skills, tools and platforms to advance human rights, foster equitable service delivery, strengthen decision-making, enable voice, promote non-discrimination, and enhance transformative leadership. The project seeks to foster democracy from the bottom up, build trust and strengthen collaboration between decision-makers and citizens.

The project's specific objective is: to encourage the active and collaborative participation of Fiji's citizens.

The project focus is on building capacity and civic engagement in six areas:
1. Transformative leadership,
2. Non-discrimination & inclusiveness,
3. Equitable service delivery,
4. Accountability & human rights,
5. Voice & choice,
6. Decision making & coalition building.

The initiative is a component of the Strengthening Capacities for Peace and Development Programme (CPAD), which is UNDP Pacific Centre's Flagship development initiative for the Pacific Region since 2009 and is a continuation of CPAD's work in Fiji over the past few years. Each country in the Pacific uses the CPAD platform differently to address key issues relevant to strengthening peace and development in accordance with each particular context.

Purpose of the evaluation

The purpose of the evaluation is to glean lessons learned from the implementation of SCEFI, and provide UNDP and EU key recommendations (See Terms of Reference – ToR).

In particular, the evaluation is expected to
1. Evaluate the program in achieving its objectives taking into account the political environment,
2. Consider the actions taken after the mid-term evaluation until the end of the SCEFI,
3. Assess the actions taken to implement the recommendations that resulted from the mid-term evaluation and ROM.
4. Develop concrete recommendations on how to continue to support civil society programming by UNDP using the lessons learnt and networks created by SCEFI for a follow-on program.

This **Final Evaluation** seeks to answer some of the key questions:

Are we doing the right things? Are we doing things right?

Key findings of the evaluation are:

Key findings of the evaluation

1. SCEFI is a highly relevant project as it helped strengthening the transition to democracy and the rule of law in Fiji, at a critical juncture of Fiji's history.
2. SCEFI has successfully encouraged the participation of Fiji's citizens in opening up new spaces for dialogue on issues that are relevant to them, and give voice to sections of society that have so far been excluded. This is a significant outcome.
3. Outstanding features – quality indicators - of the SCEFI project are:
   - A focus on constructive CSO-Government engagement,
   - Integration of a social cohesion / peace building approach,
   - Engaging champions for change,
   - A focus on informal/formal networking and track-2 diplomacy,
   - Gender and diversity perspective, and
   - A contextualized approach.
4. SCEFI has documented the wealth of lessons learned and good practices in an eminent way. The SCEFI Model is relevant for replication on a wider scale in Fiji and possibly for other countries in the Pacific.

The report is structured as follows.
Chapter 2 describes the SCEFI project including its intervention logic.
Chapter 3 describes the Evaluation Methodology.
Chapter 4 provides the Outcome Assessment of projects and dialogues supported by SCEFI.
A selected number of projects and the main twelve dialogues are exemplified in more detail and analysed in term of outcome.
These outcomes are then systematized and summarized (Chapter 5).
Conclusions and Recommendations are given in Chapter 6 and 7.

Acknowledgements
I would like to thank UNDP, and in particular Ms. Osnat Lubrani, for the opportunity given to collaborate on this Final Evaluation of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI).
I wish to thank the SCEFI team for organizing this evaluation.
A special word of appreciation goes to Sonja Bachmann, UNDP SCEFI project coordinator, for her energy and overall support to this evaluation mission.
I am grateful to the SCEFI partners in Fiji – in Suva, Nausori, Lautoka and Taveuni -– for the valuable time they have given me and for sharing their experiences, their views and their hopes.

Amsterdam, 24 November 2016

Welmoed E. Koekebakker
welmoedk@gmail.com

2. Strengthening Citizen Engagement in Fiji Initiative (SCEFI)

The Strengthening Citizen Engagement in Fiji (SCEFI) project[2] is a 3-year initiative implemented by the United Nations Development Programme (UNDP) and funded by the European Union (EU) and (to a lesser extent) UNDP. Its objective is to contribute to a peaceful transition to democracy and the rule of law in Fiji after 8 years of military rule.

The Action is a Joint Management Action (EU-UNDP). The original title (CIVED – Supporting Civil Education and Dialogue in Fiji) was revised as it was perceived not opportune in view of the restricted political context in Fiji in the lead up to the elections of September 2014.

Project context

The Strengthening Civic Education and Dialogues to Support Transition to Democracy and the Rule of Law in Fiji project was originally designed in the context of the 2012 Constitutional Development process[3]. As a result of a quick impact, small grants project under CPAD, UNDP was able to promote a grassroots dialogue effort that contributed over 4,000 of the 7,000 written public submissions to the constitution writing process. SCEFI was designed during a period of optimism about the transition process (which reflects in the original title: "Deepening Democracy in Fiji" and the original name: "CIVED - Supporting Civil Education and Dialogue in Fiji"), with a focus on civic education and citizens' engagement in dialogue on key issues in the lead up to the elections. However the government did not endorse this concept. The project's intervention logic has been revised three times in response to critical constraints in the context.

In the period from the drafting of the project document to that of its signing in May 2013, the policy context of Fiji changed considerably. In January 2013 the draft constitution was rejected by the government and the promise of a Constituent Assembly retracted. The government then set about drafting its own constitution. Space for public debate on the government draft was more restricted compared to the earlier version. A new constitution was promulgated in September 2013, and provided for elections to be held by September 2014.

In the period from December 2013 to the end of May 2014, the policy context of Fiji continued to be one of constant change, affecting SCEFI's implementation rate. High-level discussions held throughout 2013 between senior UNDP officials and the government (Office of the Prime Minister and the Attorney General) did not generate sufficient government endorsement for the then named Deepening Democracy in Fiji Project, as originally envisioned.

The publication of the Fiji Electoral Decree and Section 115, in April 2014 placed stringent restrictions on any entity that receives funding from bilateral or multilateral agencies from engaging in: "any meetings, or discussions related to the election or any election issue or matter". Publication of guidelines and instructions on how to apply for permission from the Electoral Commission on 24 May 2014 provided some clarity. With the legal restrictions over the delivery of civic education in the pre-election period, the project's approach and delivery methodology had to change.

Following extensive consultations by UNDP with national CSOs the focus of the project shifted from delivering a classic civic education project to one that would help to deepen democracy in Fiji

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[2] This evaluation uses the term 'SCEFI project' and 'programme' interchangeably. Whilst SCEFI is a 'project' in the strict sense, SCEFI transcends the notion of a project as it consists of a wide range of interrelated support mechanisms. Projects are about discreet efforts, while programmes are about interconnected projects that are expected to jointly work to towards a common outcome. SCEFI is somewhere in the middle.

[3] The information on the project backgound is derived from project documents.

through enhancing citizen's engagement in the democratic transition process. UNDP and the EU, the donor, came to a mutual understanding of the need for this shift at the first project steering committee in August 2013. It was largely agreed that enhancing citizens' engagement in the democratic transition process would require efforts to build democracy from the bottom up. Thereafter, the project largely focused on efforts to strengthen peace and development in Fiji through participatory and inclusive good governance. The UNDP /EU agreement also recognized that this transition process is not one that ends with elections in September 2014 but is a part of a longer process of democracy building. The project was thereafter referred to as the Strengthening Citizen Engagement in Fiji Initiative (SCEFI).

The PM's Office further advised the SCEFI Secretariat that the project could go ahead if efforts were aligned to the government's own good governance efforts as expressed in the 2014 Corporate Plan and if relevant government agencies agreed to collaborate with the initiative. The Government's Good Governance program was focused on educating local level leaders on eight governance principles that neatly overlap with SCEFI's six themes. As such, SCEFI provided support to CSOs to engage in leadership development, thereby enhancing the space for civic dialogue. A concerted lobbying effort by SCEFI staff in late 2013 successfully secured the support of the Office of the Prime Minister, the Ministry of Youth and Sports, the iTaukei Affairs Board and Ministry as well as the Ministry of Women, Children and Poverty Alleviation.

The last revision of the intervention logic (laid down in an Addendum) was a response to the post-elections changes to the political landscape in Fiji, and to the recommendations of the Interim Evaluation. Changes were: 1) An increase of the CSO component, to ensure better capacity building in civic education to encourage awareness raising, with a rights-based approach to civic education in a fully functioning democracy, and building linkages with local authorities, and 2) For the Dialogue component: given the failure to implement the initiative so far (politically unpalatable for the previous government) and with the new Parliament in place, the focus of dialogue was directed more specifically to matters of relevance to the country (high level political issues, linked to the international agenda of Fiji); including stakeholders meetings with Government, Civil Society, political parties and prominent traditional leaders aiming at building relations between these groups; and engagement with political parties, in recognition of the increasing role parties will play under the new constitution and electoral laws.
Overall, the SCEFI project has remained faithful to its original approach.
UNDP has managed to navigate the project through the storms of political restrictions partly thanks to its role as a neutral third party.[4]

Intervention logic

The Overall Objective is: to contribute to transition to democracy and the rule of law in Fiji.
The project's Specific Objective is: to encourage the active and collaborative participation of Fiji's citizens, in particular women and youth, in the electoral processes, parliament, and government policy and law-making processes, while accepting the outcome of free and fair elections.

The Expected Results are:
1. Fiji's citizens and CSOs are informed and increasingly engaged in public debate on national and local issues which upholds democratic principles and values

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[4] Sources: SCEFI documents; SCEFI Steering Committee notes; Explanatory Note CIVED 27-2-15 by Jérôme Pons; Interview with Peter Batchelor; Interim Evaluation report; Terms of Reference.

2. Dialogue spaces are in place during the election and post-election phase for inclusive political dialogue on governance, economic, social, and environmental issues and relationship building between and amongst different constituencies.
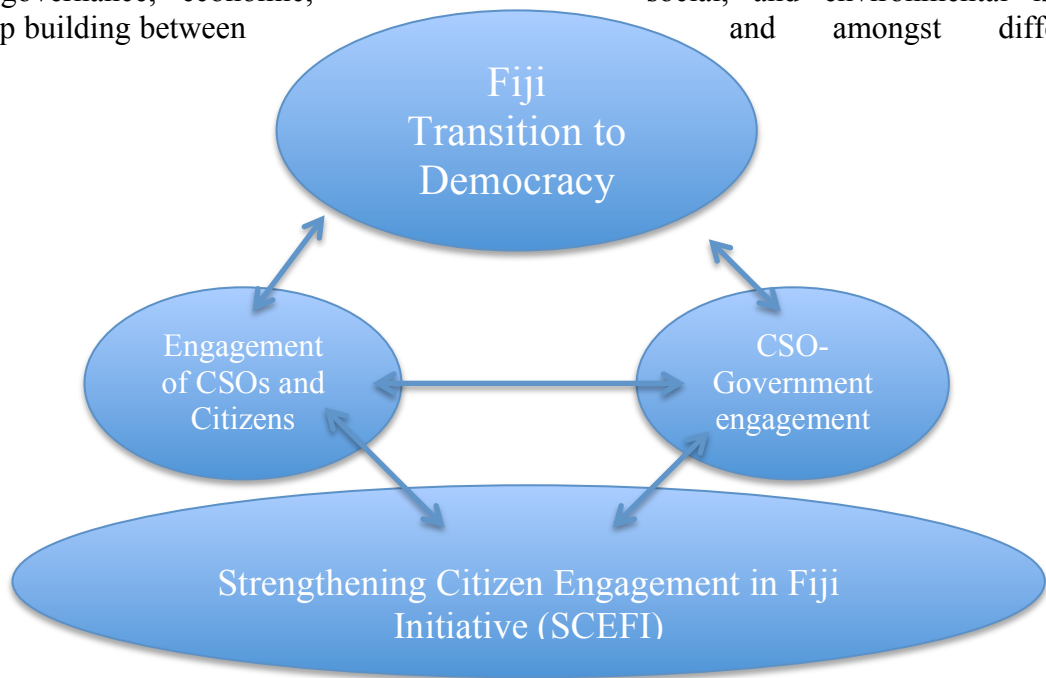
The project has two key components:
A. Support to non-state actors and CSOs to deliver high quality civic education, outreach and network activities. Related activities include a mapping study; Small grants to CSOs to conduct community outreach and networking activities; Capacity development of CSOs or CSO coalitions to effectively engage Parliament; and Monitoring and Evaluation.
B. Dialogue process and relationship building, build coalitions of advocacy groups around key issues at the provincial and national levels and effectively engage parliament and government. Related activities include: High level leadership dialogue on relationship building; facilitating CSOs engagement in dialogue with high level stakeholders; and capacity of Political Parties to engage in peaceful campaigns and elections developed.

Specific target groups are: youth; (rural) women; marginalised groups such as rural Indo-Fijians, squatter communities, people with disabilities; and the peace dialogue network.

Grants and Dialogue: interrelated components

The two project components, Grants and Dialogue, are interrelated.
See the figure, below (from the project logframe).

Few organisations were supported through grants and dialogue (A and B)[5]. For the majority of projects, 'dialogue' was part of the intervention supported by the SCEFI grant. In all cases A and B are interrelated. Dialogue activities (B) were largely developed in the second stage of SCEFI as at the time when SCEFI was signed Fiji did not have a parliament yet. The dialogue component has synergies with the EU supported "Parliament" project.

Implementation modalities

The choice of SCEFI's **implementation modalities** is very good; some have worked particularly well such as the grants scheme, the establishment of a panel of facilitators, the dialogues and platform building, and the parallel engagement with government, iTaukei Advisory Board (TAB) and civil society.

Management arrangements and project monitoring

Project management was adequate for the period under assessment (the period covered by this evaluation).

UNDP/SCEFI opted for a mixed grant portfolio that it accessible to small, inexperienced, community based networks (CBOs) as well as to prominent experienced NGOs. UNDP was well aware that the choice to include the small CBOs was a heavy burden in terms of management requirements. The result, however, was a grant portfolio that is relevant in the view of SCEFI's specific and overall objectives, and responds to the need for support to nascent civil society organizations in the still fragile stage of Fiji's transition to democracy. An essential management modality was the engagement of SCEFI facilitators (See below).

UNDP has an appropriate monitoring system in place for monitoring the SCEFI project (see Annex for details). The project monitoring has been strengthened after the early phase of the project.[6]
The project monitoring is highly labour intensive as it involves not only monitoring of 47 CSO grants but also the dialogues and activities implemented under the dialogue window. Project monitoring includes formal mechanisms as well as informal mechanisms: actively pursuing feedback from stakeholders, identifying political risk and risk management.

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[5] Such as the Pacific Centre for Peacebuilding, the Foundation for Rural Integrated Enterprises & Development (FRIEND), TAB, the National Youth Council. PCP project "Building Peaceful and Multi-Racial Communities" (A), and the Pacific Peace Conference (B). SCEFI supported 3 projects by FRIEND (A), and the dialogue in Rewa (B). TAB: 123,000 FJD (A) and M&E support 16,000 FJD (B)
[6] Communicated by respondents and observed by the evaluation mission

3. Evaluation Methodology

The evaluation was carried out over 1,5 months (October-November 2016) and was divided into a desk phase, fieldwork and synthesis phase. The field mission took place from 23rd October to 4th November 2016.
The evaluation is structured around 5 Evaluation questions and 5 sub-questions (see below).
An inception report was prepared and validated with the UNDP/SCEFI project management[7].
The draft report was sent to UNDP and comments were integrated.

Evaluation phases and sources: Data collection included: Review of project documents; Secondary sources; Field visits (Suva, Nausori, Lautoka and Taveuni), Interviews with key stakeholders, Focus Group Discussions (FGD), two Perception Surveys, Observations during field visits, Using a mix of properties of indicators depending on what was most appropriate[8], Rapid assessment of the grant portfolio; Meta-assessment of qualitative final project evaluations, and a Stakeholder Workshop[9].

Evaluation Methodology: outcome, contribution, attribution
The evaluation made use of innovative and established methods for evaluation in the field of Civil Society Support, Democratization and Peace Building. The evaluation applied an Outcome Assessment / Contribution Analysis[10] Approach. Evaluation of Democratization / Peacebuilding programmes generally focus on Outcome in the results-chain 'input-output-outcome-impact'. A focus on outcomes and contributions catches credible linkages between the action and the eventual change in a relatively short timeframe.

So, this evaluation, while goes beyond 'output assessment' – typically suitable for 'simple' project evaluations, limited in scope and focusing on 'tangible' outputs governed by SMART indicators. This evaluation is also not about 'impact assessment' which is only meaningful once a certain period of time has passed since the finalisation of the programme and requires a more ambitious evaluation approach. This evaluation, however, includes reflections on the likeliness of sustained impact.

Peacebuilding and democratization projects aim at non-tangible outcomes that can be achieved only in interaction with other development interventions and in collaboration with other actors - interventions with large components of advocacy, capacity building, organization building and partnership building.
For Outcome Evaluations a methodological approach to address the attribution factor is required. Outcome Evaluation 'works backwards from the outcome': it takes the outcome as its point of departure and then assesses: 1) whether (to what extent) the outcome has been achieved or progress was made towards it; 2) how the outcome has been achieved (factors affecting outcome); 3) the contribution of the project to the achievement of the outcome, including its partnership strategy; 4) an assessment of the wider context (enabling / counteracting factors); and 5) conclusion: to what extent is it justified to conclude that the outcome can be attributed to the project.

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[7] W.Koekebakker: SCEFI Final Evaluation, Inception Note, 27 October 2016

[8] In the discourse on Outcome Evaluation of Governance / Peacebuilding projects, different properties of indicators are used, including SMART and SPICED. See C. Roche: Impact Assessment for Development Agencies. Learning to Value Change. Oxford, OXFAM, 2000

[9] See Report, SCEFI Stakeholder Evaluation workshop 3rd November, 2016

[10] J.Mayne: Contribution Analysis: An approach to exploring cause and effect, ILAC, 2008

Levels and layers of outcome and impact
Outcomes of interventions in the field of Democratization and Governance are assessed at different levels. There are levels and layers of outcome and impact and a meaningful assessment requires a deep understanding of the dynamics and interrelatedness of processes at a personal, collective, societal, systemic level. Outcome is a dynamic process. Outcome of the SCEFI project may be seen at an individual level, a collective level, at an institutional level and at the nation-wide level of a more democratic, peaceful Fiji. Focus of the evaluation is on a qualitative approach to **outcome 'harvesting'**: through documenting and analysing **Narratives** of Output and (contribution to) Outcome. The objective is not to undertake a comprehensive outcome analysis for all 'spheres of outcome' (the six project focus areas) as that is beyond the scope of this evaluation, but to 'harvest' exemplary instances of outcome and analyse these in relation to possible attribution to project inputs.

The outcome assessment covers all SCEFI activities (projects and dialogues) – see Chapter 4. A selected number of projects and the main twelve dialogues are **exemplified** in more detail, and assessed in term of contribution to outcome. The selection is based on 2 selection criteria: 1. projects visited by the evaluation mission; and 2. triangulated information is available from at minimum three sources (observations during field visits, interviews, key informants, project documents, publications). These outcomes are then systematized and summarized (Chapter 5).

In most cases the assessment uses 'perceptions of outcome', as mentioned by stakeholders, and as evolving from surveys with stakeholders and in the stakeholder workshop.

Quantitative and qualitative methods: This evaluation puts emphasis on qualitative evaluation methods; with limited use of quantitative data.

Triangulation, cross-checking and validation of data was secured through the use of different methods and sources.

Appreciative approach: The evaluation followed an appreciative approach. Key notions: Appreciative Inquiry, valuation & evaluation, focus on Most Significant Change. "Evaluations must be empowering for those who matter most". On a personal level: Paying respect to the *"the story behind the story"*, understanding 'meaning' in the context of life (histories), acknowledging 'agency' and capacities. In a wider sense, appreciative evaluation focuses on the positive elements of organizations to foster constructive change. It does not negate problematic aspects of an organization but reframes these in a constructive way.

Cross-cutting methodological perspectives: This evaluation used a combination of methodological approaches that have each of them proven to be valid in the evaluation of interventions in the field of democratization and peacebuilding:
- Flexibility in methods during sometimes unpredictable field visit conditions, depending on possibilities and (changing) circumstances. "Be 100% prepared and 100% prepared to change".
- Gender perspective: The evaluation integrated a gender perspective throughout the evaluation.
- Human rights based approach, special attention for vulnerabilities.
- Perception Surveys during Focus Group discussions with stakeholders to give a maximum number of attendants a chance to participate, to better capture the diversity of perceptions, and to structure and deepen group discussions.
- Rights holders' perspective: what is the outcome, in the perceptions of "those who matter most". Efforts to include perceptions of beneficiaries so as to "make their voices heard".
- Where possible, visual tools are integrated in the evaluation methodology; visual sources of verification are included as outcome indicators.

- Guidelines, Norms and Standards: Adherence to the Core Humanitarian Standard [11] and anthropological ethical frameworks. The Evaluation was carried out in line with UNEG Guidelines [12] and the Guidelines of the European Commission [13].

Evaluation Questions

The evaluation mission developed 5 key evaluation questions based on the main questions in the Terms of Reference, and 5 sub-questions. They were not exhaustive, and meant to guide the evaluation meetings.

Key evaluation questions:

1. Did the SCEFI project achieve its objectives taking into account the political environment in Fiji? How do you know (indicators?)
2. Did the SCEFI project contribute to the expected outcome? How do you know? (Indicators)
3. Relevance of the SCEFI project in view of the overall context in Fiji / transition to democracy?
4. In view of the outcome of the SCEFI project, is it advisable to replicate the project on a wider scale? Where, how? How did the project capture lessons learned, and can lessons learned be shared on a wider scale? Can the SCEFI project be seen as a 'model'?
5. Follow-up SCEFI – recommendations?

Sub-questions:

6. Did the SCEFI project contribute to building local capacities?
7. Did the SCEFI project contribute to network building, coalition building?
8. Did the SCEFI project build in components that are conducive for sustainability?
9. Did the project incorporate strategies strengthening a HRBA? Diversity? Gender mainstreaming? Youth? Vulnerable groups?
10. Did the SCEFI project respond to emergencies in an adequate way?

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[11] The Core Humanitarian Standard (December, 2014) intends to incorporate all other standards in humanitarian action, like ALNAP Evaluation Principles, UNEG Guidelines, see http://www.corehumanitarianstandard.org/the-standard
[12] http://uneval.org/
[13] http://ec.europa.eu/europeaid/evaluation

4. SCEFI Achievements and Contribution to Outcome

This chapter analyses achievements and contribution to outcome for the two SCEFI components: Grants (A) and Dialogue (B).

The support to the National Strategy of the iTaukei Affairs Board has a special position in the SCEFI project and is described under a separate heading.

Similarly, the SCEFI support to post-cyclone relief actions has a different position within the SCEFI action and is treated separately.

A. Support to 44 Fijian CSOs: achievements, assessment

The first SCEFI component was: Support to CSOs: Small Grants, and Capacity Development of CSOs or CSO coalitions to effectively engage Parliament.

The SCEFI project has supported 56 projects implemented by 44 organisations in 4 rounds of grants.

SCEFI Grants 2014-2016

Round 1:	557,225 FJD
Round 2:	262,029 FJD
Round 3:	334,691 FJD
Round 4:	941,405 FJD

Total Round 1-4:   2,095,240 FJD

Source: SCEFI Grant Tracker, December 2016

Quantitative and qualitative assessment of the SCEFI CSO grants

- The projects supported by SCEFI represent an adequate mix of the 6 project areas (Transformative leadership, Non-discrimination & inclusiveness, Equitable service delivery, Accountability & human rights, Voice & choice, Decision making & coalition building).
- Grant beneficiaries cover each of the specific project target groups (youth, rural women, marginalised groups, both iTaukei and Indo-Fijian ethnic groups, squatter communities, people with disabilities and the peace dialogue network). The projects cover a wide variety of needs of the target groups including identity issues, inclusion, vulnerabilities, conflict issues, poverty related issues, need for skill building, need for capacity building, need for networking, need for awareness raising on the democratic process, how to build a civil society organisation, how to access grants, etc.
- Geographically the projects cover all 14 provinces.
- The size of grants varies from 2000 FJD to 300,000 FJD with a majority (70%) grant size of less than 10,000 FJD.
- The grantees are a mix of small informal CSOs and well-established NGOs.
- For a majority of the grantees (over 50%) it is the first time they receive funding; quite a few grantees are un-experienced in financial literacy.
- UNDP / SCEFI made a policy choice for a mixed grant portfolio that includes reaching out to 1) small, informal and inexperienced CSOs, 2) all 14 provinces including remote areas so far hardly covered by funding, 3) both iTaukei and Indo-Fijian communities, 4) marginalized groups, and 5) people addressing sensitive issues. **UNDP / SCEFI is commended** for this policy choice as it was critical to a substantive fulfillment of the SCEFI mandate to support the transition to

democracy in Fiji through encouraging the active participation of Fiji's citizens, in line with the government's commitment to 'leave nobody behind'.

- The establishment of a panel of facilitators enabled the project
- The **management** of the grant portfolio is highly labour intensive, in particular as a result of the small scale funding and the large proportion of inexperienced grantees. SCEFI established a panel of initially 11 and finally 2 qualified local **facilitators** to manage the project. The establishment of a panel of facilitators enabled the project to reach out to all 14 provinces, reach out to informal and inexperienced CSOs, reach out to both iTaukei and Indo-Fijian communities, and address sensitive issues. The panel of facilitators has been **critically conducive** to successful outcome of the grant scheme.
- In addition to grant management the facilitators provide tailored support to the beneficiaries – skill building, capacity building - in every stage of the project cycle, including induction workshops, skills enhancement and information around key thematic areas, capacity development, project design, participatory needs assessments, proposal writing, report writing, final evaluation writing, financial management advise, financial reporting, help with acquittals and tailored back-up support.[14] The current team of two local SCEFI facilitators is highly efficient. The facilitators are also the "eyes and ears" of the SCEFI project, actively pursuing feedback from stakeholders on the SCEFI project.
- The grants scheme was implemented in line with planning and without delay.
  By December 2016 (the end of SCEFI's implementation period), 100 % of all projects in round 1,2,3 and 4 have been completed and accounted for. The delivery rate is 98 %.
- The SCEFI project included a Capacity Building component, which delivered beyond expectations. Feedback from trainees on the Capacity Development support and written evaluations confirm that the quality of capacity development is perceived as good.
- The **quality of outputs** for the majority of the projects is good. This evaluation mission undertook a rapid assessment of the 56 CSO grants with the help of key informants (including the 2 facilitators in charge of project monitoring). This rapid assessment concludes that for the far majority of the projects (80%), the quality of outputs is perceived as good to very good, whereas for 9 projects key informants have doubts about the quality of outputs. For the remaining projects insufficient data were available.
- Evaluation interviews and observations during field visits, give evidence that the grants are well implemented. The grants have enabled a wide variety of highly relevant, and in the context of Fiji innovative civil society support actions in accordance with the SCEFI thematic and quality criteria.
- The overall **good quality of the outputs** is also confirmed by external key informants including government authorities; as well as by the grant tracker system, implementation reports, media reports, video's, booklets, project outputs provided to the evaluation mission, and the draft TAB curriculum.
- Several of the 56 projects have gained extensive media coverage via TV, Newspapers and Internet.
- The projects resulted in a **wealth of lessons learned** and best practices which were partly documented in a series of small booklets, "Emblematic Stories", which enabled sharing with a wider public.[15]

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[14] For seven grantees, small CSOs, who were finally unable to fully acquit and report on their final report UNDP organised a special meeting attended by UNDP senior operation and finance officers, for better understanding, skill building on accountability and solving the financial issues. UNDP file to note: SCEFI Grantees feedback on incomplete reporting and financial accountability, 22.11.16. The note includes lessons learnt for future small grants programmes.
[15] ref. internet – Emblematic stories http://www.pacific.undp.org/content/pacific/en/home/library/DG

Meta-assessment

The SCEFI project database includes structured final assessments. A meta-assessment of a selected number of these evaluations available for the evaluation mission gives the following information on Outcome – see below:

SCEFI contribution to Outcome, as reported in SCEFI structured final assessments

- Social cohesion
- Communities empowered on citizen's rights
- Community members linked to parliamentarians
- Increase of civic participation
- Increase in development initiatives proposed by beneficiaries
- young women are now young leaders; learned about girls' rights
- learning about (positive and negative) relationship with Ministry
- understanding democratic practices and leadership skills, for women and youth
Outcome mentioned in all assessments:
- Partnerships increased with NGOs and Government
- The number of alliances increased for some
- beneficiaries built relevant networks
- youth/women's decision making increased partly, partly not: "there is still much work to be done"
- traditional leaders' views on participation of women and youth changed partly, partly not.

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4 Examples of Outcome

This evaluation undertook an outcome assessment of the (56) projects supported through SCEFI grants. A selected number of projects are exemplified below in more detail. The selection was based on 2 selection criteria: 1. projects visited by the evaluation mission; and 2. triangulated information is available from at minimum three sources (observations during field visits, interviews, key informants, project documents, publications). Each paragraph starts with a brief description of the project followed by a summary of evident outcomes.

Viseisei Sai Health Centre (VSHC): Empowerment of Single Teenage Mothers

Relevance[16]: 10% of all women giving birth in Fiji are teenagers and in Viseisei Sai there has been an increase of teenage mothers from 7 in 2001 7 to 33 in 2015. Teenage single mothers are vulnerable to poverty, stigmatization, ostracizing and social exclusion. The project addresses a burning issue and as such its relevance is evident. Sensitive reproductive health issues are rarely discussed in Fiji. The village did not have a mechanism to deal with this; the village council was dominated by men.

In 2014 with help of SCEFI, community workers from the Viseisei Sau Health Centre, a registered charity, initiated a project to empower single mothers with information and skill building.

The project uses a bottom up approach to developing public policies on sexual and reproductive health of young vulnerable women, to bring about empowerment and change.

Project activities: The project identified 33 mothers and with their permission conducted an in-depth assessment. VSHC organized a meeting with the Ministry of Health, Ministry of Women, Social

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[16] Sources: Meeting with VSHC Health Centre Viseisei Sai, Mr. Mosese, project manager; Prof. Gyaneshwar Rajat, gynaecologist; Village Health Worker; SCEFI emblematic story; Project documents.

Welfare and Poverty Alleviation, CSOs. VSHC then developed intervention strategies including: Counseling and referral services; Financial literacy programme; skills training, life skills programme, a micro finance effort, and three workshops to discuss issues such as responsibilities, dealing with family conflict and conflict resolution; 16 mothers attended; of which 8 attended all workshops. There was support from the paramount chief.

Outcome, as evidenced by workshop evaluations and discussion with project implementers: Empowerment through knowledge and skills; Breaking a cycle of disempowerment; A Young Mother's Club group created, registered with the Min. of Women & Social Affairs; Improved relationships with the families and the communities; Changed mind-sets: the traditional Bose Va Koro consented to the VSHC activities. Young women reported that some of the elders began to understand their problems; Women knowing what are their entitlements; Employment: all women are now employed; Skills on microfinance managements, access to microfinance; Women's self-esteem has increased and they express themselves; Collaboration between the Health Centre, CSOs and line Ministries; The project has been integrated with the iTaukei National Strategy; Press coverage.

Sustainability and replicability: The project is seen as a pilot that can be replicated. It has a multiplier effect: other stakeholders are interested in collaboration and replication: Ministry of Women and Social Welfare, CSOs, NGOs (Empower Pacific), Register of Births and Deaths. Other groups in other districts (e.g., Suva) have expressed that they like to replicate this approach.

Lessons learned: Only a limited number of women participated in all opportunities offered to them; obstacles identified are work burden for single mothers, lack of support given to them by the family, and stigmatization. The module of the iTaukei National Strategy can be expanded and deepened and needs the support of CSOs like VSHC for meaningful implementation. **Recommendation** to VSHC: broaden the approach to include village elders and men and women; address a wider range of issues including gender specific responsibilities, changing mindsets, stigmatization; project for young boys.

Youth Champs for Mental Health (YC4MH): Youth empowerment

Relevance: Youth in Fiji are a vulnerable group. Rates of youth unemployment are high in Fiji, there is a lot of 'hidden' domestic violence, and youth suicide rates in the Pacific including Fiji are among the highest in the world[17]. Youth facing mental health problems are a marginalized and stigmatized group in Fiji.

In 2014, assistance from SCEFI enabled YC4MH to mount nation-wide initiatives including 2 workshops on mental health awareness on the two main islands Viti Levu and Vanua Levu, and a 'travelling' advocacy campaign where volunteers went to remote areas to create safe spaces for discussion for young people to discuss their problems and create positive change. A follow-up project, "Rise", involved an advocacy campaign where YC4MH volunteers travelled all across the country, organizing discussions in communities and schools, and workshops, for example for sex workers in Lautoka. YC4MH produced a 'soundtrack' for the Rise project where a famous music artist sang a song about the struggle of Fiji youth, with dancers performing a choreography visualizing their despair and hope.

Outcome[18]: breaking the culture of silence around youth suicide and factors leading to suicide attempts; Some 20 youth helped in preventing suicide; empowerment of youth**;** Outreach to remote areas, including remote schools and communities**;** A network of support (peer-to-peer support)

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[17] Fiji: 1199 in last 5 years. Source: Communication Mr. Lionel Rogers, YC4MH
[18] Sources: Meeting with Lionel Rogers; SCEFI emblematic story; Project documents; interviews with key informants and beneficiaries.

amongst youth facing mental health problems, with an annual come-together and refresher training for all; capacities have been built; "now they are leaders in their community using their real life experience in empowering young people"; "they already work in their own field, referring people back to us when needed"; Through advocacy and lobby an entry (a position)[19] was created in the Ministry of Health, directed to prevention and support to youth facing depression; YC4MH was invited by the Government to facilitate a Training of Trainers for 30 Government employees and NGO peer educators; contribution to a review of the national peer educators' manual on mental health. Through a rights based approach, workshop participants learned (often for the first time) about their rights, and about the health services they are entitle to receive and available to them. The 2010 Mental Health Decree decentralized services so that all major hospitals around Fiji have Stress Wards in place; Collaboration with other (nascent) CSOs.

Lessons learned: YC4MH was initiated by one visionary committed youth leader who managed to organize a pilot mental health project with a unique approach and a great support base in a short period of time. The project responds to expressed needs of youth that are mostly still hidden due to the level of stigmatization and marginalization.
The methodologies of this project are tailored to the beneficiaries and highly effective. Quality of implementation using various indicators of quality (relevance, effectiveness, cost-efficiency, ownership, inclusiveness, social sustainability, gender sensitivity) is excellent.
Effective Government – Citizen collaboration improves service delivery.
This project deserves scaling up.

Sustainability: The project leader works on this action since 2008 without funding; he acknowledges that SCEFI funding has been instrumental in implementing the action more effectively and on a larger scale ("We are very grateful"); however, the action is likely to be sustained also without funding thanks to the commitment of the leader. Social sustainability: the project has a growing social support base. Recommendation to UNDP and other donors: recommended for future funding.

Pacific Centre for Peacebuilding (PCP) - Post Cyclone support Taveuni
Through SCEFI support, the Pacific Centre for Peacebuilding (PCP) implemented a project "Building Peaceful and Multicultural Communities" in 12 communities in Vanua Levu. The project included a baseline survey, scoping visits, curriculum development and training, community government dialogue, community meetings, government stakeholder meetings, facilitator training, and dialogue training, to help developing contextualised peace building curricula20.
There is a wide range of Outcomes, as evidenced by reports, publications and interviews.
A contextualized training curriculum on root causes of conflict and conflict resolution[21]; Contextualized community training enable communities to better understand and address root causes of conflict and find solutions. Traditional leaders started to use an inclusive approach; transformative leadership. This contributed to inclusive decision making in the village; As a result of the training, all communities were able to make plans with respect to their development needs, and they know where to get assistance; The training strengthened local level governance; PCP's collaborative rather than adversarial approach strengthened community-government engagement, e.g. with TAB; Linking up with service providers, NGOs and private sector; In Sasa, following a youth skills building workshop, the issue of under-age bêche-de-mer divers was addressed with support of the village headman, and after this the students have returned to school; In Nasorowaqa village, the community,

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[19] official position: Adolescent Health Development Project Officer / Peer Educator"
[20] PCP Annual Report 2015; PCP Press release 13.2.2016
[21] PCP: Building Inclusive and Peaceful Communities in Rural Fiji Through Training and Dialogue. SCEFI Emblematic Stories.

with PCP support, successfully lobbied the private company Zinfa, the road-clearing contractor working in the area, to work on clearing and leveling the road leading to the village with the result that schools and markets were made accessible. Addressing violence against women, PCP was able to create healing and reconciliation through a restorative justice approach. PCP found that different religious denominations are creating deep divides and conflict in the communities and intra-family; PCP was able to create reconciliation through training and sharing information; PCP considers the SCEFI support as highly valuable: "SCEFI shows that for youth and women, education brings in changes in traditional decision making structures, to the betterment of the lives of people". **"SCEFI is a lifeline for us"**. "SCEFI should be continued: expectations have been raised, communities are looking at us"[22]; PCP also worked with other communities like in Matailabasa to link up with service providers at local government. PCP coordinated this support with TAB on addressing a land boundary issue for Matailabasa village, and managed to successfully demarcate the correct land boundaries for the village and help solving the conflict. The action has synergy with other SCEFI funded projects.

Response to Cyclone Winston
In response to the devastation caused by Cyclone Winston, PCP re-adjusted its activities in Taveuni island, with 'resilience building' interventions using PCP's trauma relief curricula to support trauma relief to the thirteen affected communities in Cakaudrove Province: PCP conducted community workshops on stress, trauma healing and 'mindful communication' in 4 villages in Taveuni including one in English for Indo-Fijian and other non-iTaukei communities[23].
Outcomes of PCP's cyclone response action, as communicated and observed during field visit:
According to government records, the village where PCP worked on post-cyclone relief was at the top of 'good governance in relief distribution'.
There are several "contributing factors" to this success, in other words, it can be attributed to several factors. The role of the archbishop of Suva, the role of the village head and his wife, the parish priest here, ECREA, PCP, Transcend, Habitat, the fact that there is only one faith denomination (no religious divides).

Cyclone survivors joined in sharing traumatic experiences (with over 50% women participation – an unintended effect due to the fact that heads of households were all lining up for distribution of relief items);[24] survivors "shared the unsharable", sharing has helped in reducing fear and have faith; and helped them to stand on their feet again.

The village chief says he has learned to listen and to be prepared; and that he has learned from sharing traumatic experience; and to help people to take up normal life again such as working on the fields, re-building the houses, sending the children back to school. "In life, we have many Winstons. The importance is to have faith and be resilient".[25] "The biggest learning is the power of communication". The village head says he learned that "people are differently struck by different situations. People have different needs". "It is important to treat each person differently according to their needs".

Other Outcomes communicated during field visit[26]: Communities became more resilient; Networking with stakeholders, knowing who is doing what, what government department can be asked for help, what resources can be provided; Empowerment of cyclone survivors; survivors

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[22] Interview with PCP representative in Suva
[23] PCP Mid Term Report.
[24] Interview with village head, project beneficiaries and PCP representative in Lavena village, Taveuni island
[25] Interview with village head of Lavena village, Taveuni island;
[26] Interview with Ana Maria, PCP

learned mindful communication; Collaboration with TAB; capacities developed on how to address 'women's rights' and 'domestic violence' in workshops with iTaukei men, in an indirect way, so that men can accept it.

Fiji's Disabled Peoples Federation (FDPF).

SCEFI supported the Federation for Disabled People in Fiji.[27]

The project contributed to a number of very concrete **outcomes**, at various levels, as reported by FDPF chairperson Ms. Lanieta Tuimabu. In Nausori, the evaluation mission observed how the newly built market had been made fully accessible for persons with disabilities thanks to FDPF advocacy to Nausori Town Council. FDPF is advocating for ratification of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) - Fiji signed the UNCPRD and its Protocol in 2010, but is still to ratify and become a party to the Convention. FDPF has successfully advocated with the Parliament and expects that the UNCRPD be ratified soon[28]. FDPF advocated for inclusion of a section on accessibility for persons with disabilities in the National Building code – this is still to materialize. FDPF also successfully advocated for allocation of a special section in the national budget on PWD. "This is a big breakthrough". "The Minister of Finance came here to listen to us". FDPF is also collaborating with the Fiji Elections Office to ensure that elections are more accessible. FDPF recommends that, if the SCEFI programme has a follow up, all projects be made accessible for PWD. FDPF: "Another important outcome of our SCEFI programme is that many members have been able to join capacity building".

B. Leadership Dialogue and CSO dialogue with high level stakeholders

The second SCEFI component is on high-level leadership dialogue, and facilitating CSO engagement in dialogue with high level stakeholders. Under this component SCEFI has supported and organized 35 events, dialogues, workshops, consultations and related actions.[29] In the last phase SCEFI has in particular focused on four major areas:

1. **Coalition building and networking** activities amongst SCEFI grantees, building up advocacy skills in relation to Legislative and Executive to influence policy change, and CSO-Government relation building.
    a. Sustainable Development Goals
    b. CSO Coalition building
    c. Youth visioning workshop
    d. CSO-Parliament engagement: Legislative advocacy
    e. Youth Advocacy workshop
2. **Peace/social cohesion support**: Support to harmonious inter-ethnic relations and **multiculturalism**
    a. Leadership Training and Dialogue for Chiefs, Community Leaders and Youth in Rotuma
    b. Multicultural Youth Dialogues
    c. Inter-ethnic dialogue in Rewa
    d. Pacific Peace Conference
3. **Post cyclone** support
    a. Documenting Lessons learned (FRIEND)
    b. Youth Cash for Work in Koro island

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[27] Sources: Interview with Lanietta Tuimabu, FDPF; publications in Fiji Times Online; Field visit observations in Nausori; interviews with beneficiaries; internet publications

[28] According to the latest Government information, Fiji will ratify the Convention during the February 2017 Parliamentary session.

[29] Overview SCEFI November 2016. Total expenditure: FJD 300,000.

c. Youth accountability in a humanitarian emergency
4. Building up a body of **lessons learnt**, documenting grantees activities, knowledge management: Emblematic stories, press conferences, visibility, videos, and a documentary on SCEFI.

This evaluation undertook an outcome assessment of the major dialogue events. See below.

1. CSO Coalition building and CSO-Government relation building

Sustainable Development Goals

In March 2015, ahead of the adoption of the SDG 2030 Agenda in New York in September 2015, SCEFI organized a consultation on "Civil Society and the post-2015 Development Agenda[30]- the Sustainable Development Goals (SDG)", attended by civil society and government representatives, women activists and academics. The consultation focused on how Small Island Developing States (SIDS) like Fiji, can localize and contextualize the new development goals. Participants addressed how civil society and government actors can ensure wider public understanding of the post-2015 development agenda and work together to ensure proper alignment with Fiji's needs and local context. The consultation proceeded in a spirit of good Civil Society-Government engagement with stakeholders recommending the inclusion of civil society in the post-2015 Development Agenda: "We need civil society to tell us if we are doing a good job and/how we can do it better". A follow-up consultation was organized in 2016[31].

Outcome mentioned in the report: CSO-Government engagement on post-2015 Development Agenda; engagement of MPs.

Strengthening CSO Coalitions in Fiji

SCEFI convened a workshop for CSO's to share strategies of effective CSO coalition building in Fiji, attended by 32 participants[32]. The purpose of the workshop was to strengthen the networking of national NGOs with community-based organisations, and strengthen advocacy of grassroots organisations toward the Executive and the Legislature on key policy issues. A second objective was to strengthen advocacy for existing coalitions around Governance and Gender-based violence, with disability and LGBT as crosscutting issues. Fiji has a few CSO led coalitions whose experiences were shared during the workshop - largely on human rights and women's empowerment.

Reported Outcome: Participants gained insights into coalition building, including in the practical aspects of coalition building. Participants identified shared principles and common visions. During the workshop it became apparent that the participants were not "ready" yet to engage in formal coalition making. The facilitator recommended to SCEFI to further support lose coalitions and networks and to do more capacity building for CSOs to see the benefits of coalitions for advocacy and to build a constituency for their work. The workshop report recommended to continue to support a youth coalition, which SCEFI has followed up by supporting the visioning exercise for the youth council which is a lose coalition of different youth organizations across the country. See below.

Support to National Youth Council of Fiji (NYCF) and youth visioning workshop

SCEFI has provided various kind of support to the National Youth Council of Fiji (NYCF), including on strategic policy engagement with the government.[33] In 2016 SCEFI supported NYCF in

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[30] Consultation Report "Civil Society and the post-2015 Development Agenda"; Press Release EU and UNDP: Civil society to be involved in implementing SDGs in Fiji
[31] See report, second workshop
[32] Citizen engagement and effective coalition building, SCEFI, Report, May 2016
[33] Interview with key informants and SCEFI 3rd-4th quarterly report, 2015 page 7. In an earlier phase, youth consultations had provided inputs to the Ministry of Youth and Sports to be integrated in the National Youth Policy; however when launching the national youth declaration the NYCF management had not ensured buy-in from Ministries.

strengthening the institutional capacity of the NYCF. A visioning workshop was organised[34] to encourage working towards being more representative of Fiji's diverse youth population, including on gender. The exercise aimed at identifying entry points for reform so that the Council be more inclusive, responsive to other stakeholders, better able to deliver on its core mandate of "coordination" and become a platform for engaging policy and law making processes relevant to youth voice and decision making. The proposed outcome of the exercise was[35]: an energized core group within the NCYF executive willing to work differently in a transparent, accountable and strategic manner; a NYCF that is representative of its members; a NYCF that is ready to effectively represent the views of youth in policy dialogue. Participants included NYCF National Executive Committee (NEC) members as well as non-NEC members for peer feedback to allow for diversity in representation.

Outcome: Participants recognised that the way the Council is set up needs to be improved and that there is a need for tangible effort to become inclusive, representative, accountable and transparent. The re-visioning exercise was useful in that the more difficult questions could be asked in a space that was considered safe and constructive. These discussions related to: challenges of ethnic and gender diversity within the NYCF, the need to have more young people aged 15–35 within the NEC and the gradual stepping back of members who may have aged out. A commitment was made by NYCF attendants to discuss internally on next steps. It was agreed that a delegation would make representation to the Ministry of Youth & Sports to discuss future partnerships[36].

Civil Society - Parliament outreach

SCEFI supported a 2-day Parliament briefing for 30 CSO representatives[37,] in partnership with the Parliament of the Republic of Fiji, and the UNDP Fiji Parliament Support Project. The objective was to facilitate a refresher session on how Parliament works[38,] and advocacy skills training on how NGO's can organise themselves to present to a Parliament Standing Committee. An element of the training was a session on how CSO's can effectively engage Parliament in its law-making, oversight, and representation role. The briefing included presentations from Members of Parliament; this session was also an opportunity for participants to network with the MPs and gain entry points for future engagement. The Parliament Outreach team leader from the Indian NGO PRS Legislative Research was invited by SCEFI to share lessons from India.

Outcome: 30 NGO representatives gained insights on how to better engage with the Parliament and Parliament Standing Committees; NGO-MP engagement.

Youth Advocacy workshop

SCEFI organized a youth advocacy workshop on SDG 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". **Outcome:** Youth (male and female) built capacities and skills on advocacy for Sustainable Development.

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[34] Interview with key informants; National Youth Council of Fiji (NYCF) Strategic Plan 2015-2018; National Youth Council of Fiji (NYCF) Annual Report 2015; National Youth Council of Fiji (NYCF), Annual Conference, June 2016, Report; National Youth Council of Fiji - Revisioning workshop, Report, July 2016; SCEFI update 3rd quarterly report July-Sept 2016; (Workshop expenditures 11,300 FJD).

[35] Reframing our vision: articulating the purpose and the politics of strategic engagement of the Fiji National Youth Council, workshop proposal, July 2016

[36] SCEFI 3rd quarterly report 2016 page 11

[37] See excellent Workshop report: Follow up Induction for CSOs on the role and work of Parliament & legislative advocacy and engagement, May 216, Suva; SCEFI 2nd quarterly report 2016 page 8

[38] Workshop Summary Report Induction for Civil Society Organisations on the role and work of the Parliament of Fiji, May-July 2015

2. Peace and social cohesion support

Rotuma: Leadership Training and Dialogue for Chiefs, Community Leaders and Youth

In 2015, SCEFI initiated a three-step leadership training and dialogue in the island of Rotuma[39], which is home to a small minority group. A preliminary assessment by UNDP in 2014 highlighted critical challenges facing Rotuman society, including a lack of cohesive leadership, conflict in communities over leadership issues, and youth apathy towards community life and citizen engagement. The SCEFI training had the objective to conduct dialogue on critical leadership, enable more participatory decision making structures, including with women and youth; and foster collaboration among decision makers on development efforts. SCEFI initiated two sets of training, for traditional decision makers and civil society representatives, followed by a joint dialogue. The communities responded very well. The interventions resulted in critical breakthroughs in two areas. A reconciliation process was initiated on a prolonged conflict regarding succession of a chief title after the passing away of a formed chief: through dialogue an agreement was reached. And second: each district formed a plan of action to address immediate development needs. These plans were further developed in the follow up phase of the project, which also included a youth empowerment programme.

In June 2015 a high level delegation from the government (Mr. Konrote, the Minister for Employment, and representatives of other Ministries), the EU (Head of EU Delegation for the Pacific, Mr. Andrew Jacobs), and UNDP (Ms. Osnat Lubrani, UNDP Resident Representative) visited Rotuma, to launch a youth empowerment and leadership programme for Rotuma youth and to engage with the chiefs, community leaders and youth on employment and commercial opportunities and livelihood for sustainable development. The mission also met with the Rotuma Women's Association. The mission resulted in strengthened engagement between government stakeholders, donor stakeholders, the village leaders, the communities and the SCEFI stakeholders. The mission reached wide press coverage.

Outcome: The Rotuma may be considered a showcase of outcome oriented action through a focused intervention resulting in a wide variety of transformational outcomes[40]. The action led to the first inter-generational, inter-clan, cross-gender dialogue in Rotuma, possibly the first in its kind in Fiji's recent history. It transformed the existing decision making model. It contributed to reconciliation and conflict resolution engaging all elements of reconciliation. It contributed to empowerment at various levels (personal, relational, cultural, structural, documented in detail in the 'Rotuma booklet'), with several instances of empowerment, such as that it was the first time that the wives of chiefs were invited to a training course. It applied a peace building approach bringing it down to the communities. A conflict mapping analyses root causes of conflict in the social fabric. Cross-generational dialogue proved an opportunity for conflict resolution. The project mobilized the communities in Rotuma in an inclusive and participatory way.

The project reached a considerable level of press coverage. The project documented 'lessons learned' including on the need for participation of women and young people and inclusivity in patriarchal communities.

Overall, the SCEFI supported Rotuma project is considered a **highly relevant, innovative, dynamic, transformative, result oriented action.**

Factors contributing to the outcome were: beneficiaries' trust and collaboration, excellent facilitation, conflict sensitivity (including gender expertise), and high level stakeholder engagement.

Sustainability and follow up: involve young people, involve women, training of local facilitators.

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[39] Leadership Training and Dialogue for Chiefs, Community Leaders and Youth in Rotuma. An initiative of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI), 2016
40 Discussions with Mr. Paulo Baleinakorodawa, Transcend, Oceania, facilitator

The Rotuma inter-generational action was nominated **best practice** by the EU, the President of Fiji and the Ministry of Youth. Fiji President J.K. Konrote commended EU and UNDP on including Rotuma in 'our collective effort to … resolve the lack of social cohesion, participatory leadership, conflict resolution, youth apathy and lack of civic engagement which for too long had hampered harmonious interaction within the islands community".[41]

Multicultural Youth Dialogues

SCEFI organised a series of 4 multicultural youth workshops, followed by a synthesis workshop, with the aim to provide an opportunity for inter-ethnic dialogue, gain a deeper understanding about cultural differences among the different ethnic communities, discussion of stereotypes, discussion of 'diversity and connectedness' and cross-cultural engagement.[42] Participants represented the two major ethnic communities.

Outcomes: 1. Participants positively engaging in multiculturalism; 2. Engagement of government stakeholders 3. Roko Tui commitment to replicate the workshop at provincial level[43]; 4. Joint declaration from workshop participants[44], affirming "that we are all Fijians united by common and equal citizenry", that "the vision of equal citizenry is work in progress for most young Fijians", that the "implementation of multicultural principles is an on-going, inter-generational process" that cuts across social norms, community interventions and policy and legislation reform; recommending to "promote training on ethnic, cultural and religious diversity in Fiji through the school curriculum in order to promote interethnic, inter-religious and cultural friendship and solidarity", "collaboration between Ministries and the Fiji Human Rights and Anti-Discrimination Commission", "develop training on multiculturalism that recognizes the full diversity of life experiences of all people in Fiji" "(including women and girls, people living with disabilities, and diverse gender identities)", " parallel workshops for influential elders in communities …to build Fiji where no-one is left behind". Incorporation of the multiculturalism outlook in training of Ministry of Youth and Sports[45].

The workshop **reports are outstanding**, giving insight in the workshop progress as well as the process of becoming aware, sharing and reconciling over cultural divides and stigmatisation including sensitive issues. **Recommendations** from synthesis workshop: Institutionalise this work, within government ministries to be transformative; including Ministry of Youth and Sports; iTaukei Ministry, the Education Ministry (school curricula) and the Fiji Human Rights and Anti-Discrimination Commission.

Recommendations: 1. To write a handbook on multicultural youth workshops using the text and pictures of the first four workshops, 2. To organise Training of Trainers, 3. To Institutionalise these trainings through engagement with the government, 4. To replicate these workshops on a larger scale all over Fiji, 5. To invite Roko Tuis to (part of) the workshop. 6. To share the experiences of the workshops through articles, video or/and an emblematic story.

Inter-ethnic dialogue in Rewa

SCEFI supported a peace building initiative organized by FRIEND on bringing together the two ethnic groups, iTaukei and Indo Fijians. The action was a response to the fact that the paramount Chief of Rewa province and paramount head of the Burebasaga Confederacy had declared all descendants of Girmitiya as belonging to the province of Rewa and re-establishing their links to the Vanua – which meant that for the first time since the arrival of the first indentured labour ship in 1879, the descendants of Girmitiya have an identity with the Vanua and its people as much as the

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[41] Leadership Training and Dialogue for Chiefs, Community Leaders and Youth in Rotuma: foreword
[42] Multicultural youth engagement Fiji, Ba Ra Nadroga 2016, Report; Multicultural youth engagement Fiji, Tailevu North, January, 2016, Report; Multicultural youth engagement, Fiji, Lessons learned and way forward report, August, 2016. SCEFI 2nd quarterly report page 6
[43] Feedback from Roko Naitasiri, August 2016.
[44] Recommendations from the Youth and Multiculturalism in Fiji Dialogues, 26th August 2016, draft
[45] Multiculturalism Youth Engagement Fiji Lessons Learned workshop Report p 11.

iTaukei would[46]. FRIEND responded by bringing the two ethnic groups together, enabling them to get to know each other, eat and laugh together, visit each other's houses, and learn about each other's history: in short, bridging the divides that feature Fijian society. Good press coverage was arranged. The project itself was limited in scope, budget (3,000 FJD) and time frame but it is being sustained in various ways, demonstrating that a limited project may contribute to a much wider **outcome** and possibly **impact.** The Rewa approach may be a **'model' for multi-cultural peacebuilding that may be replicated on a wider scale.**

Pacific Peace conference

With support of SCEFI, the Pacific Centre for Peacebuilding organized a Pacific Peace Conference.[47] The objectives of the Conference were to bring together peacebuilding practitioners to share their peacebuilding work and stories; and to work with government to see the value of peacebuilding for policy development. PCP is highly experienced in grassroot work with a conflict transformation approach. The target groups were NGOs and CSOs, Faith Based Organizations; Government Ministries and Departments; Educational Institutions; Regional and International Organizations; and Media. The concept note for the action was not specific and not clear on expected outcome. The theme of the conference is highly relevant in the context of Fiji. There was extensive media coverage (TV, You-tube, articles in Fiji Times)[48]. **Outcome**: participants mentioned that the conference was a 'breath of fresh air' because it was 'a safe space for sharing'. One of the participants is quoted saying "we Fijians must celebrate the diversity of Fiji, but also not close our eyes for the fact that it presents us with difficulties".[49] As a result of the conference several faith-based leaders are now involved in follow-up peace building trainings within their communities.

3. Post cyclone support

Cyclone Winston hit Fiji on February 21th 2016. It was the second strongest cyclone in human history and the strongest in the southern hemisphere ever recorded.
SCEFI post-cyclone support included grants as well as 'dialogue' activities such as described below. SCEFI's post-cyclone support included actions on some of the outer islands in line with the Government motto of "leaving nobody behind".

Lessons learned on post disaster relief: FRIEND

SCEFI partner FRIEND[50] had adopted a humanitarian methodology as a contingency approach to its development strategies, partly as a result of the earlier EU funded GROW Livelihood Program post TC Evan in 2012. After Cyclone Winston FRIEND took immediate action, starting with Rapid Needs, Resilience and Vulnerability Consultations.
With support from SCEFI, FRIEND wrote a study on Lessons Learned. The paper discusses the experience with Post Disaster Needs Assessment (PDNA) and Responses coordination issues, and unmet needs, combining the Phenomenological and Narrative approaches of research. It documents the FRIEND approach: Post Disaster Needs, Resilience and Vulnerability Consultations and Assessment. One of the features described is 'tapping into resilience factors'. The study also described ripple effects eventually including collaboration with the Ministry of Forestry in providing equipment required to 'build back better'. Another conclusion is on 'interchanging gender roles' in rehabilitation, planning and monitoring, where it was observed that existing resilient systems of good

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46 Interethnic Learning for Reconciliation, Report, by Friend, 2016; Interview with Sashi Kiran, November 2016.
47 September 2016, 30,150 FJD. Pacific Centre for Peacebuilding: Pacific Peace Conference, 2016, Concept Note, unpublished document.
48 PCP: Pacific Peace Conference – Interim Report, 2016.
49 The Fiji Times Online, 21 Septemner 2016
50 Kiran Sashi, Hawea Jone: Voices from Gound Zero: a FRIEND experience post TC Winston in Ra Province, Fiji. A Study by FRIEND and PRIA (Participatory Research In Asia), funded through SCEFI.

governance and gender equality played a huge role in the ability to take quick action. One of the Conclusions is the "irrelevance of monetary compensation given to community members for cleaning up their own surroundings. This methodology is detrimental to any further sustainable development initiative that will aim to ensure local ownership and participation. One of the Resilience features of our communities – wilful volunteerism is now severed because of the decision to pay money for those activities".[51] "The need for cash (…) could have been directed to livelihood activities".

The study concludes that "the primary damage that a disaster creates is beyond control of human beings; what is within our research is to prevent the secondary consequences that precipitate the human suffering – conflicts, post-traumatic stress disorders, malnutrition, loss of dignity, and hopelessness. Cyclone Winston has taught many lessons on needs, vulnerabilities and resilience. The efficiency and success of any intervention depends on the Local Resilience factors built upon at all levels" - the community, the stakeholders and on a national scale.

Outcome: 1. A document on Lessons Learned in disaster response, describing the Post Disaster Needs, Resilience and Vulnerability approach. 2. Documenting policy implications of participatory, inclusive, empowering approaches. 3. A video documentary on disaster response, 4. Partnership between CSO and government. **Recommendation:** SCEFI, FRIEND and other civil society organisations involved in disaster relief to analyse their experiences and approaches in particular where different or opposite approaches have been identified (as far as this is not yet coordinated by NDMO). Develop joint conclusions and future strategies. For example: FRIEND concludes that "monetary compensation given to community members for cleaning up their own surroundings …is detrimental to …local ownership and participation", whereas one of the SCEFI projects was on providing monetary compensation to community members for cleaning up, and was highly appreciated by the communities (see below, on the Cash for Work project in Koro).

Collaboration SCEFI - Ministry of Youth and Sports: Koro – cash for work

One of the islands particularly hit by Cyclone Winston was the island of Koro; the level of devastation in Koro was huge. SCEFI in cooperation with Fiji's Ministry of Youth and Sports supported the communities in Koro island through organizing a 'cash for work' project mobilizing young people to clear the debris. The project and its reception by the communities were documented in a video[52]. The video "shows the collaborative action and citizen engagement to support affected communities to get back to normalcy rebuilding their lives and strengthening their resilience". Youth report that "it did not dampen the spirit … it encouraged young people to run the village". **Outcome:** besides the actual support (debris cleared) and the video, the action contributed to youth agency, leadership and democratic participation.

Transparency in post disaster relief

SCEFI supported a workshop for youth to train youth in all provinces on accountability in humanitarian action.

4. Documenting Lessons learned, good practices

SCEFI has documented the wealth of lessons learned and good practices in an eminent way.

Lessons learned are accessible for a wider public and can be used for a follow-up to SCEFI:

- "Emblematic Stories": SCEFI produced ten small publications, capturing the essence and good practices of grant projects. The Stories were launched by the Assistant Minister of Health and Medical Services.
- SCEFI produced a booklet on the Rotuma intergenerational dialogue, which was launched by H.E. the President of Fiji, Jioji Konrote.

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[51] Idem page 34.
[52] https://youtu.be/qV4MhEcmquM

- SCEFI produced videos on lessons learned (Post-cyclone lessons learned and a video on the Koro experience), and a Final SCEFI documentary.

SCEFI maintained an excellent media strategy including press conferences, press visits and press reports.

Other actions

Finally, the SCEFI dialogue component involved some smaller dialogues, actions, and capacity building such as: "Rethinking and Reclaiming the Commons for our Common Home" (Environmental conservation and stewardship from a faith-based perspective) facilitated by ECREA; M&E support to TAB in rolling out the National Strategy; and SCEFI support to the LGBTIQ advocacy day celebration (International Day Against Homophobia and Transphobia - IDAHOT)[53], together with the Office of the UN High Commissioner for Human Rights (OHCHR), USAID and LGBTIQ networks. Also, SCEFI gave technical support to a Fiji Practice Parliament session for Women leaders, implemented by the UNDP Fiji Parliament Support Project with the Parliament of the Republic of Fiji.

iTaukei National Strategy – Training for good governance and local leadership

The iTaukei National Strategy is a cornerstone of the SCEFI project.

The SCEFI support to the National Strategy originated from the acknowledgement that practicing good **governance** is critical to advancing community cohesion and maintaining a vibrant democracy that respects the rule of law. This is seen as particularly **relevant** in the context of Fiji's transition from an autocratic governance model to democracy, which requires new notions and styles of leadership and governance at all levels.

Starting in 2014 SCEFI supported the iTaukei Affairs Board (TAB) in developing a training package for both iTaukei and non-iTaukei leaders and communities called the National Strategy. The **objective** of the National Strategy is to facilitate a dialogue and training for traditional and local level leaders on the style of leadership skills they should acquire when dealing with emerging development and social and cultural issues[54]. The National Strategy has been developed by the TAB and SCEFI in collaboration with the Heads of Provincial Councils (Roko Tuis) and national stakeholders including the Department of Social Welfare, the Fiji Election Office, the Ministry of Lands, the Ministry of Health, the Ministry of Women, Children and Poverty Alleviation, National Disaster Management (NDMO), 2 UNDP programmes, CSOs and Westpac Bank[55].

The National Strategy included the production of a leadership training pack with 10 curriculum modules, piloted in at least two villages in each province, and 'owned' by a broad range of national stakeholders including communities and community organisations.[56] Ownership was ensured

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[53] Celebration of IDAHOT 2016 in Suva, Fiji. Unpublished document.

[54] Goal: To maintain and strengthen resilient and socially cohesive iTaukei communities (..). The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, Box 3 page 5.

[55] For a full list see The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, Box 3 page 10.

[56] Leadership, Good Governance and Management Training for Local Level Leader Curriculum. Facilitator's Manual. iTaukei Affairs Board, November 2016; Leadership, Good Governance and Management Training for Local Level Leader Curriculum. Participants' Handouts. iTaukei Affairs Board, November 2016; UNDP: Concept paper for PS – iTaukei Affairs Board; Leadership, Good Governance and Management Training for Local Level Leaders' Curriculum Coordination and the Western Division UNDP-Grantees Facilitator May-June 2016 Report – Rusi R.; Leadership and Management Training for Local Level Ledares Curriculum Field Test Observations Report. Rusi R.

through a process of community profiling identifying information gaps and training needs.[57] The curriculum was developed and validated with the 14 Roko Tuis and their Senior Assistants. The content was developed and contextualised in collaboration with the 10 thematic working groups made up by government and civil society counterparts each working on the ten modules of the curriculum. One of the SCEFI facilitators has been working closely with the iTaukei Affairs Board team to provide inputs from UNDP's perspective, in "ensuring the principles of gender equality, multi-culturalism, rights based principles, and adherence to the 2013 Constitution Bill of Rights".[58] A 'veracity check' on consonance with UNDP standards led to modifications in the draft curriculum.[59] Various stakeholders confirm that 'mutual trust' was developed over time[60], and the final product is perceived as "owned" by TAB and "enabled" by SCEFI. TAB Trainers: "It reflects the core values of Fiji". SCEFI coordinator Sonja Bachmann: "It is their product".

Joint Roko Tui workshops were organised to support the validation process, integrating recommendations and contextualising the modules with everyday scenarios that community leaders can relate with, to make the curriculum relevant for multi-ethnic grass roots communities in Fiji. This includes good governance issues such as corruption and bribery under the 'good governance module'.[61] The results of these workshops were consolidated in a revised curriculum. A formal meeting was organised (June 2016) with the Permanent Secretary (PS) of the Ministry of iTaukei Affairs, Mr. Naipote Katonitabua, where the UNDP SCEFI Coordinator presented the revised curriculum for approval. A strategy paper was presented with 5 key recommendations.[62]

Outcome as reported to the Evaluation mission
The National Strategy is aligned to the Government strategy and has full support from the Government which is in itself an indicator for success. The Permanent Secretary for the Ministry of iTaukei Affairs, Mr. Naipote Katonitabua, emphasized in a meeting with the Evaluation mission that the National Strategy is in conformity with the national New Vision for this financial year: "A Prosperous Vanua for a Better Fiji"[63]. Mr. Katonitabua commended the National Strategy for focusing on "changing mindsets for prosperous iTaukei". "Fiji's transition requires capable charismatic leadership", he said, and: "We are all Fijians, and all Fijians can contribute to the economy, iTaukei as well as Indo-Fijians".[64]

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[57] The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, page 6.
[58] SCEFI 3rd Quarterly Report 2016 page 10.
[59] Leadership, Good Governance and Management Training for Local Level Leaders' Curriculum Coordination and the Western Division UNDP-Grantees Facilitator May-June 2016 Report – Rusi R.page 18
[60] This conclusion is confirmed in evaluation meetings. S. Bachmann: "Rusi was a good intermediary because he was trusted". The trust between TAB and SCEFI was at the institutional level grounded in the common goal and on a personal level based on the experience of working together.
[61] SCEFI 2nd Quarterly Report 2016 page 7.
[62] 1) A Memorandum of Understanding (MOU) be developed between TAB and the module contributors (First MoU signed by ITAB and Westpac Bank to roll out financial literacy training module) to assist the TAB training team with people who add value in terms of technical qualification, knowledge or interactive methodology. MoUs be signed with the Ministry of Rural and Maritime Development, the Fiji Electoral Office, Parliament, CCF, PCP, and other contributors. 2) SCEFI funding may include a Training of Trainers (ToT) for community facilitators implementing the National Strategy, 3) SCEFI will assist TAB develop a Monitoring and Evaluation Framework, 4) TAB may develop an MOU with the Ministry of Rural and Maritime Development on the implementation of the National Strategy with other non-iTaukei communities in Fiji. 5) TAB may develop an outreach strategy including a media and communications strategy. For full version see UNDP: Concept paper for PS – iTaukei Affairs Board.
[63] See also The Fiji Times Online, 27 Octiber, 2016
[64] Evaluation meeting with Mr. Naipote Katonitabua, 25 October, 2016

The iTaukei Training Officers involved in the development of the curriculum mention that according to them the the curriculum meets the expectations[65]: the curriculum is understood well by the community; there has been full participation of stakeholders at national and local level: government has fully participated in the development and endorsed it; the communities have received it well; it has been piloted at grassroot level; and outside expertise has been involved where needed.

The SCEFI support to Curriculum Development for Leadership Training for iTaukei leaders has given the iTaukei community a 'paradigm shift', says Jesoni Kuruyawa – iTaukei Training Officer[66:] to talk about good governance and leadership, including non-traditional leadership. "This curriculum helps introducing the notion that all community members can be leaders: mothers, leaders, youth".

The TAB trainers mention that in their perception the project is relevant in the context of Fiji as the curriculum addresses urgent emerging issues. "We need to empower the iTaukei people with the right leadership tools". The SCEFI project facilitator[67] sees the main relevance of the project in the fact that "it helps the people understand that they have power in their hands."

The trainers mention the following *indicators for contribution to outcome[68]*: The leadership training programme was received positively by the people; the trainings resulted in concrete plans; the iTaukei management incorporated the curriculum in its training plan; the project identified a yearning for more capacity building; there was increasing participation of women and youth[69]; the project contributed to changing the notion that leadership is inherited and can not be changed; one concrete result was that the project identified a vacant leadership position which was then fulfilled.

Conclusions on Outcome:
The National Strategy is highly **relevant** for Fiji: it is, in the recent history of Fiji's return to democracy, the first robust collective effort of the iTaukei Affairs Board and Ministry and Civil Society partners to effectively collaborate on common goals. The National Strategy has been a collective effort with great commitment both from CSOs and the Government of Fiji. The Strategy is endorsed by the Government of Fiji. SCEFI created a 'Civil Society alliance' of SCEFI partners who supported the National Strategy[70]. From UNDP there was support from UNDP's Pacific Risk Resilience Programme and UNDP's Fiji Parliament Support Programme. The European Union was overall involved through its overall funding. The fact that '**ownership**' of TAB, Government partners and Civil Society has been created and strengthened in the process is one of the factors contributing to its success. 'Ownership' is a key **indicator** for outcome.

The National Strategy-'project' managed to achieve its objective of creating a **capacity building model** that gives guidance to leaders and communities on good governance principles, which is critical in the context of Fiji's transition from an autocratic governance model to democracy, requiring new notions and styles of leadership and governance at all levels. Increased **awareness of the importance of inclusion**: The curriculum's emphasis on the inclusivity of women, youth and those living with disabilities helped government and local leaders accept the importance of their

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[65] source: Evaluation Survey with 4 Senior Training Officers, TAB, October 2016
[66] Evaluation Meeting with: Jesoni Kuruyawa –TAB Senior Training Officer; Livai Siga, manager provincial training; Aca Mataitini, Senior Training Officer Provincial Training Unit; Alipate Natoba, media liaison officer.
[67] SCEFI facilitator Mr. Rusiate Ratuniata
[68] Source: Evaluation Survey with 4 Senior Training Officers, TAB, October 2016
[69] This indicator mentioned by the TAB Training Officers was not supported by data from reports on trainings or meetings. Reports available to the evaluation mission suggest that women's participation was between 0-10% and did not demonstrate a significant increase.
[70] Citizen's Constitutional Forum (CCF), Pacific Centre for Peace-Building (PCP), Viseisei Sai Health Centre (VSHC), Fiji Disable People's Federation (FDPF), Virtues Project Fiji

inclusion in decision-making processes[71].The process of the National Strategy in itself is a **learning process**. One of the lessons learned has been that at different stages Government institutions and well as CSOs have managed and been willing to step over differences and reflect on pre-conceived notions for the sake of achieving the common goal of the National Strategy,

An important feature of the National Strategy is the consistent emphasis on **contextualization**, in two ways: in the first place in anchoring the process with the main stakeholders, being the iTaukei Affairs Board, the traditional leaders and the communities, and the CSOs; and secondly in contextualizing the content of the National Strategy with those who are expected to benefit. The approach was rooted in **UNDPs** longstanding experience in dealing with **processes of change in fragile environments:** "if the approach is not contextualized there will never be change" – a process approach aiming at step-by-step incremental change. The National Strategy is likely to be more effective and meaningful if Civil Society expert organisations collaborate in its implementation. A missed opportunity in the process is the fact that **a gender approach** is not yet integrated in the curriculum. Despite efforts by the SCEFI team, a focused gender perspective is absent both in the curriculum and in the participant handouts.[72] The minimal references to gender don't provide a perspective, neither to trainers nor to trainees. SCEFI has recommended follow up action such as a gender training for all Roko Tuis linking it to the Gender Policy introduced by the Ministry of Women[73]. A **human rights based** approach (HRBA) – one of the UN principles - is to a limited extent integrated in the National Strategy. As per the assessment undertaken by SCEFI, young people and women are not yet empowered to contribute to village meetings and there is a lack of space for them to participate in dialogue or decision making processes. Inclusive approaches for implementation taking into account women and youth perspectives and concerns will be critical for implementation.[74]

A perspective on climate change and disaster preparedness has been included in the curriculum at the request of Fiji Provincial Authorities, through the participation of UNDP's Pacific Risk Resilience Program (PRRP). PRRP staff contributed two modules to the curriculum.

Altogether, **the relevance of the National Strategy is beyond doubt**. The significance of the collaboration and synergy between the Government and Civil Society towards the National Strategy reaches beyond the goal itself as this successful process may strengthen confidence in similar collaboration processes involving other fields and other Ministries and Civil Society Organisations, as such contributing to a more substantive democracy in Fiji. These synergies are highly valuable and the momentum should not be lost – which underlines the relevance of funding for a follow-up action. **This is one of the most significant outcomes of the SCEFI project**.

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[71] The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, page 15.
[72] Gender equality has not been subject to dialogue in the Roko Tuis Validation workshops. See reports of Roko Tuis Validation workshops, in: Leadership, Good Governance and Management Training for Local Level Leaders' Curriculum Coordination and the Western Division UNDP-Grantees Facilitator May-June 2016 Report – Rusi Ratuniata.
[73] The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, page 15. The gender training is agreed upon by Itaukei Affairs Ministry and the Minister of Women Affairs and will take place in January 2017.
[74] The National Strategy: Strengthening Leadership Capacities and Local Governance Structures to Adapt to Modern Age. SCEFI Emblematic story, November 2016, page 1,2,16.

Civil Society involvement in cyclone response

Cyclone Winston hit Fiji on February 21th, 2016. It was the second strongest cyclone in human history and the strongest in the southern hemisphere ever recorded. The ROM monitoring mission had recommended allocating part of the remaining SCEFI budget for post-cyclone actions.

SCEFI post-cyclone support included grants (re-focusing actions from ongoing grantees such as CCF, and PCP in Taveuni island) and 'dialogue' actions (see previous paragraph: Support to FRIEND on video documenting lessons learned; the Koro Cash-for-Work project with the Ministry of Youth and Sport; the Koro documentary; and the post-cyclone youth workshop on accountability in humanitarian emergency, with Transparency International). SCEFI's post-cyclone support included action on some of the outer islands in line with the Government motto of "leaving nobody behind".

As demonstrated in the previous paragraphs, the cyclone response actions involved were very much adjusted to the particular context. They involved collaboration and partnerships with community groups and humanitarian actors on the ground. However, as highlighted before, different approaches are also evident.

An important lesson learned is that in some SCEFI cyclone response projects, collaboration between iTaukei and Indo Fijian communities was articulated[75].

With hindsight, has SCEFI contributed to **sustained involvement of civil society organisations** in disaster preparedness and disaster response? To some extent: yes. SCEFI partners involved in cyclone response have, for example, contributed to the National Lessons Learned Workshop organized by the National Disaster Management Office (NDMO). The workshop recommendations are expected to feed into the National Strategy on disaster response.

This National Lessons Learned Workshop was organized by the National Disaster Management Office (NDMO). Participants included CSOs supported by SCEFI, including FWCC, FemLINK Pacific, People with Disabilities Forum, FRIEND, and LGBTIQ organisations; they also included CSOs in the wider SCEFI network such as Empower Pacific (partner of SCEFI grantees Vuda Teen, Naari Shakti). One of the issues discussed was that disaster response (e.g., distribution of food) appeared to work better in areas where some mechanism of involving civil society in governance was already pre-existing[76]. The workshop produced a 7-page document with key recommendations on coordination, funding, M&E, Coordination, working with communities e.a. including on involvement of CSOs at various levels of disaster preparedness and disaster response, such as[77]:

1) Greater diversity in participation of people (involved in coordination): women, disabled, LGBTIQ,
2) representation at all levels of women, disabled and LGBTIQ (Planning, Management),
3) more effective information sharing and communication between Government entities and CSOs,
4) plans and policies need to address NGO/CSO coordination at the sub-national level.

Conclusion: a major **outcome** of the SCEFI support to cyclone response is that it has helped placing CSOs (PCP, CCF, FRIENDS, FWRM) on the map of disaster management in Fiji. This is an important outcome in the natural disaster prone context of Fiji.

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[75] e.g., Ba Ra Nadroga Multicultural Youth Workshop, June 2016, Report, page 7
[76] source: feedback from NDMO workshop participants
[77] TC Winston: National Lessons Learned Workshop – Recommendations – Draft.

5. Summarizing SCEFI's Contribution to Outcome

The previous chapter undertook a systematic outcome assessment of
1. the 56 civil society projects supported through SCEFI grants,
2. twelve main national level dialogues supported under the SCEFI dialogue component,
3. the support to the iTaukei National Strategy supported by SCEFI and
4. the SCEFI cyclone response support.

As has been demonstrated in the previous chapter, there is significant evidence that the SCEFI project has contributed to a **wide range of outcomes**.

Levels and layers of outcome
Outcome of the SCEFI projects is evidenced at 4 levels:
- individual level (individual skills and empowerment);
- organizational level (organizational capacities);
- community level (needs assessments, dialogues, conflict resolution, capacity building) and
- national level (coalition building, government-civil society engagement, legislation supporting inclusion and rights, initiating national level dialogues).

Geographical coverage of outcome
Outcome of the SCEFI projects is observed all over Fiji including in remote areas so far hardly covered by funding, and including areas hardest hit by cyclone Winston.

Covering 6 focal areas of capacity building and civic engagement
Outcome of the SCEFI projects is evidenced at 'spheres of outcome' - the six project focus areas for building capacity and civic engagement: Transformative leadership, Non-discrimination & inclusiveness, Equitable service delivery, Accountability & human rights, Voice & choice, and Decision making & coalition building.

Addressing needs of target groups including vulnerable groups
As has been exemplified in the previous chapter, SCEFI projects have addressed the needs of the target groups: youth (girls and boys); women, including rural women; persons with disabilities, ethnic and religious minorities; including vulnerable or marginalised groups such as squatter communities, cyclone survivors and inhabitants of remote islands.

Outcome for established as well as nascent CSOs
SCEFI outcome has benefited established, experienced NGOs as well as inexperienced, nascent CSOs.

Outcome for all communities – iTaukei, Indo-Fijian and others
SCEFI outcome has benefitted all communities, both iTaukei, Indo-Fijian communities, and others; and all religious groups. SCEFI also reached out to communities on outer islands who hardly have access to funding (e.g. Rotuma).

Outcome for innovative issues
SCEFI has supported a range of innovative actions and SCEFI actions managed to address and mainstream sensitive issues.

Outcome on gender: women and men
As has been demonstrated in the previous chapter, SCEFI includes support to some of the prominent women's organizations (FemLINKPacific, FWRM) but also to smaller rural women's organisations (e.g., Drekenikelo Masturaat Forum, Naari Shakti). SCEFI has a multi-layered contextualized gender

perspective. In some projects the gender perspective is articulated, in other contexts (such as the PCP post cyclone work in Taveuni) the approach takes the local culture, social fabric and perceptions as the point of departure[78]. Two third of the SCEFI grants (35 out of 56 projects, 63%) have a female leader - a female role model as a driving force in the organisation – this is an empowering factor in itself[79]. SCEFI supported the LGBTIQ community through projects and dialogue events[80]. SCEFI also supported innovative actions on masculinities and 'men against violence'.[81]

Outcome on the contribution of civil society organisations to disaster response

A major outcome of the SCEFI support to cyclone response is that it has helped placing CSOs (PCP, CCF, FRIENDS, FWRM) on the map of disaster management in Fiji. This is an important outcome in the natural disaster prone context of Fiji.

SCEFI Outcome indicators

The SCEFI logframe includes a number of specific indicators[82]. These indicators are partly useful for monitoring and evaluation purposes. This evaluation assesses the outcomes observed in relation to the indicators in the SCEFI logframe.

This evaluation concludes that the SCEFI project contributed to its specific objective and to the expected results as per the indicators in the SCEFI logframe[83].

Outcome: summary assessment

The outcome assessments are summarized in the final Conclusions of the Evaluation of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI). See below.

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[78] An example is the PCP post cyclone work in Taveuni; other examples are the collaboration between the Women's Crisis Centre and the Ministry of Youth and Sports on training of provincial youth administrators; and the exploration of collaboration between the Ministry of Women's Affairs, and Women's Crisis Centre with the iTaukei Affairs Board.

[79] Figure based on Rapid Assessment of SCEFI projects

[80] E.g., PRAN and the IDAHOT event

[81] See the excellent SCEFI Emblematic Story: Justice and Development Commission: Educating men on Gender Based Violence. By Paulo Baleinakorodawa

[82] The SCEFI updated logframe was developed in response to the recommendations of the ROM mission of February 2016. The updated logframe is an improvement compared to the first logframe but it is still not strong. It includes a new set of indicators; however, these are only to a limited extent useful as monitoring tools or as assessment tools in the context of the final project evaluation. For example, indicator ER1.1. and ER2.1 are output indicators, not outcome indicators; indicator ER1.2, ER1.3 and ER1.4 are not the most relevant indicators for ER1.; whereas indicator ER2.2 is relevant but it is a composite indicator, not sufficiently specific and lacking a baseline. The indicators for the specific objective are sufficiently relevant.

[83] as per the indicators for the specific objective: Collaborative development of key messages and approaches with CSOs and key ministries; Collaborative engagement of CSOs and Parliament for legislative input advocacy, and oversight, and: Increased requests for specific support on coalition building and CS engagement, including with high-level interlocutors.

6. Conclusions

1. Strengthening Citizen Engagement in Fiji Initiative (SCEFI) is a **highly relevant** project as it helped strengthening the transition to democracy and the rule of law in Fiji, at a critical juncture of Fiji's history (SCEFI Overall Objective).
2. SCEFI has successfully encouraged the participation of Fiji's citizens (Specific Objective) in opening up new spaces for dialogue on issues that are relevant to them, and give voice to sections of society that have so far been excluded. This is a **significant outcome**.
3. SCEFI made a considerable contribution to engaging Fiji's citizens and CSOs in public debate on national and local issues (Expected Result 1) and in opening inclusive dialogue spaces between and amongst different constituencies (Expected Result 2).
4. SCEFI has **documented** the wealth of lessons learned and good practices in an eminent way. Lessons learned are accessible for a wider public and can be used for a follow-up to SCEFI. The '**SCEFI model'** is relevant for **replication** on a wider scale in Fiji, and possibly for other countries in the Pacific.
5. UNDP/SCEFI opted for a mixed grant portfolio that includes reaching out to 1) small, informal and inexperienced CSOs, 2) all 14 provinces including remote areas so far hardly covered by funding, 3) both iTaukei and Indo-Fijian communities, 4) marginalized groups, and 5) people addressing sensitive issues. UNDP/SCEFI is **commended** for this policy choice as it was critical to **a substantive fulfillment of the SCEFI mandate** to support the transition to democracy in Fiji through encouraging the active participation of Fiji's citizens, in line with the government's commitment to 'leave nobody behind'[84].
6. In the current - still fragile - transition period SCEFI has not only strengthened Fijian CSOs through financial and technical support, but CSOs have also felt '**secured**' and 'protected' partly because UNDP and EU are perceived 'in the middle'; UN and EU support is perceived as an empowering and **protecting factor** in itself.
7. SCEFI's choice of **implementation modalities** is very good; some have worked particularly well, such as the grant scheme for CSOs, the establishment of a panel of facilitators, the dialogues and platform building, advocacy trainings, the National Strategy, and the parallel engagement with government, iTaukei Advisory Board (TAB), and civil society.
8. The SCEFI project has contributed to a wide range of **outcomes**. This evaluation undertook a rapid assessment of the 56 civil society grants under SCEFI and the twelve main national level dialogues supported by SCEFI. Outcome is evidenced at 4 levels: individual level (individual skills and empowerment); organizational level (organizational capacities); community level (needs assessments, dialogues, conflict resolution, capacity building) and national level (coalition building, government-civil society engagement, legislation supporting inclusion and rights, initiating national level dialogues).

Outstanding features – quality indicators - of the SCEFI project are:
   a. A focus on constructive CSO-Government engagement,
   b. Integration of a social cohesion / multiculturalism / peace building approach,
   c. Engaging champions for change,
   d. A focus on informal/formal networking and track-2 diplomacy,

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[84] Prime Minister Bainimarama: "Mine will be an inclusive Government over the next four years (…) I am determined to leave no-one behind". See The Fijian Government, 28 September 2014.

     e.   Gender and diversity perspective,

     f.   A contextualized approach.

9. **CSO-Government engagement**: SCEFI supported projects have explored and effectively engaged in collaboration with the Government of Fiji. Civil Society-Government engagement has been strongly encouraged throughout the SCEFI project. The use of constructive rather than adversarial approaches to advocate community needs elicited Government participation and commitment. NGOs have been increasingly successful in collaborating with the Government, and there is a body of lessons learned. The SCEFI experience involves at least fifteen examples of innovative civil society-Government engagement. Government – CSO collaboration is an essential and sustainable indicator for SCEFI's contribution to democratic transition. It is fair to say that at this juncture of democratic transition in Fiji, **SCEFI marked a breakthrough in constructive civil society-Government engagement in Fiji.**

10. An overarching theme in SCEFI is **social cohesion and conflict resolution**. The SCEFI experience demonstrates that bringing a peacebuilding approach to the community level is critical. Where traditional conflict resolution structures can not accommodate the challenges that communities face in modern times, there is an evident need for more inclusive approaches in community governance and conflict resolution. SCEFI has facilitated, explored and successfully implemented some forward looking approaches to conflict resolution and social cohesion.

11. A successful facet of the SCEFI project was the investment in identifying and engaging **champions for change** towards inclusive action.

12. One of the strong features of the SCEFI approach is in the **networks** created, not only through a formal project approach but also through **informal** relationship building and **track-2 diplomacy** including with high-level Government stakeholders. UNDP has invested considerable time in track-2 diplomacy and establishing good relations with the Government, with TAB, and with the civil society sector.

13. UNDP's neutrality and **trust** with all sides is acknowledged and appears a critical component for the achievement of results.

14. The project is overall outstanding in mainstreaming **gender equality** and enhancing the role of women. SCEFI includes support to prominent women's organizations but also to small women's groups. SCEFI has a multi-layered contextualized gender perspective. In some projects the gender perspective is articulated, in other contexts the approach takes the local culture, social fabric and perceptions as the point of departure. Two third of the SCEFI grants (63%) have a female leader - a female role model as a driving force in the organisation – this is an empowering factor in itself. SCEFI supported the LGBTIQ community. SCEFI also supported innovative actions on masculinities and 'men against violence'.

15. The SCEFI project was relevant in particular as it maintained a **contextualized** approach, addressing social actors and political dimensions through multiple scenarios,

16. **Synergies**: There is considerable synergy between the SCEFI supported projects. A rapid assessment indicates that 80% of SCEFI supported projects have some level of synergy, and for 50% of SCEFI supported projects the synergy is institutionalised through joint project implementation, joint advocacy, networking, or coalition building.

17. Support to the **iTaukei** National Strategy is a cornerstone of the SCEFI project. The National Strategy is highly relevant for Fiji: it is, in the recent history of Fiji's return to democracy, the first robust collective effort of the iTaukei Affairs Board and Ministry and Civil Society partners to effectively collaborate on a common goal. The SCEFI support to the National Strategy leaders has given the iTaukei community a 'paradigm shift'. The fact that 'ownership' of TAB, Government partners and Civil Society has been created in the process is one of the factors contributing to its success. A gender perspective and a human rights based approach are not yet integrated in the curriculum. Arrangements are made for Civil

Society expert organisations providing implementation support. Collaboration between TAB and civil society organisations is expected to be critical to the quality of the outcome.

18. The SCEFI project has provided an excellent level of **visibility** for all stakeholders, including EU, UNDP, Government of Fiji, TAB, and Civil Society Organisations, thanks to a strong media strategy and the fact that the project management has successfully engaged high level stakeholders at crucial project events.[85]

19. SCEFI support to cyclone response has helped placing CSOs (PCP, CCF, FRIENDS, FWRM) on the map of disaster management in Fiji. This is an important outcome in the natural disaster prone context of Fiji.

20. Several features of SCEFI are conducive to the sustainability of the outcome of the project: the Lessons Learned documented in Emblematic Stories and video documentaries; the empowerment of vulnerable groups; the Capacity Building; the networking and coalition building activities; the CSO-Government engagement; the peacebuilding approach; the contextualized approach; the support to the iTaukei National Strategy; the engagement of Champions for change; and last but not least UNDP's choice for a mixed grant portfolio that reaching out to vulnerable groups 'leaving nobody behind'.

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[85] An example is the joint visit of EU, UNDP, Fijian Government and Fijian civil society to the island of Rotuma. See the interview with EU Head of Delegation for the Pacific, Ambassador Andrew Jacobs, on the joint visit to the island of Rotuma: "It was a unique opportunity to get three Government Ministers, the EU and UNDP to engage with the communities in Rotuma with a particular focus on youth and women". FijiSunOnline, 28 June, 2015; and facebook pages "Oceania" and "SCEFI". The visit took place in the context of the peacebuilding-and-reconciliation process on Rotuma in which 80 chiefs, traditional leaders and community members participated.

7. Recommendations

1. To UNDP and EU: Continue support to the democratic transition process in Fiji through encouraging the active and collaborative participation of Fiji's citizens, in particular women and youth, with a focus on civil society engagement, inclusive dialogue spaces on national and local development issues 'leaving nobody behind'.
2. To UNDP: Design a follow up to the SCEFI project:
    a. Deepening the outcomes from SCEFI (social cohesion, multiculturalism, youth and gender, 'leaving nobody behind'),
    b. Deepening Lessons Learned from SCEFI,
    c. Replicating Good Practices.
3. To UNDP: Key components of a follow-up to SCEFI may be:
    a. Building on best practices from the present implementation modalities - parallel engagement with government, iTaukei Affairs Board, civil society,
    b. Building on transformational approaches (such as the Rotuma model, the multicultural youth dialogues),
    c. Replicating on a wider scale actions that have contributed to social cohesion, multiculturalism, peace building, youth & women engagement, 'leaving nobody behind'.
    d. Support to CSO-Government-Grassroot collaboration,
    e. High level dialogues, including with the security sector, on key issues, including Fijian identity, human security and peace building, non-violence, rights based approach,
    f. Focus on Coalition Building, platform building,
    g. Support to the 2018 democratic election process (civil society support, dialogue spaces)
    h. Cross cutting issues: rights based approach, multiculturalism, gender, vulnerable groups, disaster preparedness.
4. To UNDP: If funds are limited or not available, prioritise technical & capacity building support.
5. To UNDP: Continue strengthening the CSO sector: Strategic support to Civil Society Organisations and the CSO sector. 1. Internal: capacity building including on organizational development, democratization, multiculturalism, diversity, gender, 2. CSO Platform building: how to use democratic space, code of conduct, rights holders' and the duty bearer's perspective; Issues of transparency, accountability within the NGO sector, 3. External: strengthening the legal and political CSO framework, accountability.
6. To UNDP: Integrate a gender perspective in all aspects of the programme. Create a pool of gender experts for engagement in traditional contexts. Build on what worked and what did not work in SCEFI in terms of gender mainstreaming. Include sex-disaggregated planning, monitoring, reporting, communicating.
7. To UNDP: In case of a grant scheme: more focus, core themes, exclusively for initiatives that include coalition building. Maintain a mixed grant portfolio that includes reaching out to 1) small and inexperienced CSOs, 2) remote areas, 3) both iTaukei and Indo-Fijian communities, 4) marginalized groups, and 5) people addressing sensitive issues; in line with the government's commitment to 'leave nobody behind'. Design a mechanism for supporting small nascent CSOs which is feasible from a management perspective (e.g., sub-grants, facilitators).
8. To UNDP: Continue supporting the National Strategy. In particular: Capacity Building of the iTaukei staff and trainers, M&E framework, Training of Trainers, support to engaging CSO expert trainers, support to mixed (iTaukei and non-iTaukei) trainings.

To UNDP, TAB: Support the collaboration with Civil Society expert organisations in implementing the trainings, developing curriculum content and handouts to be relevant to emerging issues in Fiji society, in particular for vulnerable groups. Effectively consider the National Strategy as a 'living strategy'. Develop a mechanism to monitor implementation and trainer / trainee / stakeholder feedback. Integrate a gender perspective in curriculum, module updates and handouts. Involve gender expertise (gender experts) and improve gender balance in terms of staff. Training on gender equality for TAB staff. Trainers to integrate a gender perspective throughout the training (not just adding as a subject). Handouts to be developed. Set a target for women participation in trainings (50%, or justify if different percentage) and create an enabling environment for reaching those targets. Include a rights based approach in the implementation of the National Strategy.

9. To UNDP: Pro-actively share the SCEFI model and lessons learned (documented in emblematic stories, video's). Make them accessible for a wider public, potential donors and a follow-up action.

10. To UNDP: In a follow-up SCEFI, at the start of the programme, provide capacity building on community baseline surveys, to develop a deeper understanding of needs and concerns of people and contextualise strategies towards development and change.

11. To UNDP: In a follow-up SCEFI, include a SCEFI-wide monitoring system allowing for a rigorous outcome assessment, and build capacity on Monitoring and Evaluation and result oriented practices.

12. To UNDP: Bring together SCEFI supported CSOs involved in post-cyclone relief to analyse lessons learned on disaster management (in addition to the evaluation organized by NDMO).

13. To all donors involved in Fiji Civil Society support: engage in effective donor coordination.

14. To the Government of Fiji: The Rotuma inter-generational action was nominated best practice by the EU, the President of Fiji and the Ministry of Youth. Recommendation: Provide sustained support to this social cohesion approach, replicate the "Rotuma approach".

15. To the Government of Fiji: in view of the successful contribution of the Strengthening Citizen Engagement in Fiji Initiative (SCEFI) to strengthening the transition to democracy and the rule of law in Fiji *'leaving nobody behind',* explore sustained collaboration with a follow-up SCEFI initiative.

ANNEXES

Annex 1: Terms of Reference
Separate document

Annex 2: Inception Report
Separate document

Annex 3: Schedule Evaluation visit
Separate document

Annex 4: List of stakeholders consulted

SCEFI Final Evaluation
List of stakeholders consulted during field mission

23 October 2016

- Ms. Osnat Lubrani, Resident Representative, UNDP

24 October
- Ms. Sonja Bachmann, Project Coordinator, SCEFI, UNDP
- Mr. Isikeli Valemei, Grants Manager, SCEFI UNDP
- Ms. Fane Raravula, Facilitator, SCEFI UNDP
- Mr. Rusiate Ratuniata, Facilitator, UNDP
- Ms. Maria Lee, administrative support, SCEFI UNDP
- Ms. Olita Antonio, administrative support, SCEFI UNDP

- Mr. Eddie Tunidau, Deputy Secretary, Prime Minister's Office (PMO)

- Mr. Robin Nair, Permanent Secretary, Foreign Affairs Ministry

25 October

- Ms. Salote Radrodro, Member of Parliament, SODELPA Party, Whip

- Mr. Sara Bulutani, Chief Executive Officer, Citizens' Constitutional Forum (CCF); Ms. Supreena Naidu, Citizens' Constitutional Forum (CCF)

- Ms. Sharon Bhagwan Rolls, Executive Producer, Director, FemLINKPACIFIC; Ms. Tamara Balenaveikau; Ms. Tabua Salato Prasad, General Manager.

- National Youth Council: Mr. Williame Nayacatabu, president; Ms. Lina Anne, General Secretary

- Mr. Naipote Katonitabua, Permanent Secretary for Ministry of iTaukei Affairs

- Mr. Paulo Baleinakorodawa, Transcend, Oceania (Rotuma, Justice and Development Committee, Multicultural Youth)

26 October

- Ms. Virisila Buadromo, Consultant and civil society activist

- Ms. Florence Swamy, Director PCP, Pacific Centre for Peace Building

27 October

- Mr. Christoph Wagner, Head of EU Development Coordination, Delegation of the European Union to Fiji

- Drekenikelo Masturaat Forum (DMF) Nausori – Muslim Women Forum: Ms. Samsun Ayub; Ms. Rukshana Ali; Ms. Zareena Bibi; Ms. Jesmina bibi; Ms. Fatima, Ms. Zarah.
  Mr. Abdul Hafiz Ali, AWQAF

- Naari Shakti Women's Club – Nausori – Hindu Women's Club – Ms. Salochna -

28 October

- Itaukei Affairs Board, Senior Training Officers: Mr. Jesoni Kuruyawa – Itaukei Senior Training Officer; Mr. Livai Siga, Manager Provincial Training; Mr. Aca Mataitini, Senior Training Officer Provincial Training Unit; Mr. Alipate Natoba, Media Liaison Officer

- Mr. Lionel Rogers, Youth Champs for Mental Health

- Ms. Alison Burchell, Permanent Secretary, Ministry for Youth and Sports

- Ms. Sonja Bachmann, UNDP SCEFI project coordinator

31 October

- FWRM / Fiji Women's Rights Movement: Ms. Michelle Reddy

- Pacific Peacebuilding Projects, Taveuni, Ms. Ana Maria Sindhu;
  Lavenna village: Mr. Peter, village chief; Ms. Litiana, village health worker; Mr. Joseph Sefi participant PCP training; Parish priest.

- FRIEND Fiji: Ms. Sashi Kiran, Executive Director

1 November

- FRIEND Fiji: Mr. Ashwin, finance officer; Mr. Mohesh, Admin officer.

- Koroipita Informal Settlement, Virtues Project Fiji: Ms. Verona Lucas, Executive Director; Ms. Talei, trainer; Ms. Liza, volunteer; Ms. Andivika, office assistant.

- Vuda Teen Mums, Viseisei Sai Health Centre: Mr. Mosese, project manager; Prof. Gyaneshwar Rajat, gynaecologist; Village Health Worker.

- Mr. Sune Gudnitz, Head of UN OCHA, UN Office for the Coordination of Humanitarian Affairs - Regional Office for the Pacific.

2 November

- Ms. Lanieta Tuimabu, Manager, Fiji Disabled People's Federation (FDPF)

- Mr. Peter Grzic, Humanitarian Affairs Officer | Regional Office for the Pacific - United Nations | Office for the Coordination of Humanitarian Affairs

- Ms. Shamima Ali, Coordinator, Fiji Women's Crisis Centre

3 November

- Grantees Stakeholder meeting, 13 participants:
- PCP - Ana Maria
- AWQAF – Suliana, Mr. Abdul Hafiz Ali
- Tailevu Provincial Youth Forum - Kelera Radinakelo
- Youth Champs for Mental Health (YC4MH) - Maxine Tuwila
- Drekenikelo Masturaat Forum - Samsun Ayub
- Fiji Disabled Peoples Federation - Lanieta Tuimabu
- Justice & Development Commission - Paulo Baleinakorodawa
- Lautoka District Youth Council - Mr. Naulivou
- Nadi district Youth Council - Jioji Masivesi Cakacaka
- National Youth Council of Fiji - Wiliame Nayacatabu/GS
- iTaukei Affairs Board - Jesoni Kuruyawa, Viliame Cativakalakeba

- PRAN, Pacific Rainbow, Ms. Bonita Qio, Ms. Paully Mcgoon, Ms. Rochelle Naulunimagiti

- Mr. Ashwin Raj, Director of the Fiji Independent Human Rights and Anti-Discrimination Commission

- Mr. Eric Aldrich, 2nd Secretary, Fiji, Kiribati, Nauru, Tonga and Tuvalu, Embassy of the USA

4 November

- Youth Workshop on SDG - Facilitator Mr. Kevin Deveaux, former MP, Canada

- Ms. Maraia Tabunakawai and Ms. Lillian Delana, girls' officer, FWRM

- Debriefing UNDP
- Ms. Sonja Bachmann, Project Coordinator SCEFI, UNDP
- Mr. Isikeli Valemei, Grants Manager, SCEFI UNDP
- Ms. Fane Raravula, Facilitator, SCEFI UNDP
- Mr. Rusiate Ratuniata, Facilitator, SCEFI UNDP
- Ms. Maria Lee, administrative support, SCEFI UNDP
- Ms. Olita Antonio, administrative support, SCEFI UNDP

- Ms. Shamima Ali, Coordinator, Women's Crisis Centre

Other stakeholders consulted (February 2016 and December 2016):
Mr. Peter Batchelor, former Regional Manager for UNDP Pacific Center, UNDP
Ms. Caroline Valette, OM - SCEFI project, Delegation of the European Union to Fiji
Mr. Jérome Pons, Acting HOC, Head of Economics & Social Sectors, Delegation of the European Union to Fiji
Ms. Janet Murdock, former SCEFI Project coordinator, UNDP.

Annex 5: Report, Stakeholder Evaluation workshop
Separate document

Annex 6: SCEFI Grant tracker
Separate document

Annex 7: List, SCEFI actions on Dialogue, Advocacy, Network, incl. expenditures
Separate document

Annex 8: SCEFI Financial Report 2016
Separate document

Annex 9: Evaluation questions for group meetings

1. What were the project outputs as compared to expected outputs? Did you achieve the activities as planned?
2. Contribution to Outcome? What was the result of the activities undertaken?
   Different levels of Outcome?
   Indicators? How do you know? Example?
   Attribution?
3. Coalition building, partnership?
4. Challenges?
5. Overall, has the SCEFI support been beneficial? What has been most useful? (Most Significant Change?)
6. What did you learn?
7. Was the SCEFI support team helpful?
8. If SCEFI could continue after 2016, what recommendation would you have?
9. How will you be able to sustain the results of the project, in case there is no future SCEFI support?
10. In your view, has there been progress in the process of democratic transition in Fiji? How?

Annex 10: SCEFI Monitoring System

SCEFI monitoring tools include:
1. Financial tracker: "SCEFI financial monitoring by activity 2016": overall project expenditure, projected expenditure and delivery rate;
2. Support to NSA and CSOs: Small grants; Capacity development of CSOs and CSO coalitions to effectively engage Parliament.
   a. Grants tracker
   b. Narrative quarterly reports
   c. Financial reports
   d. 2 facilitators – periodic monitoring of SCEFI grants, regular comprehensive reports
   e. Regular team meetings to track progress and discuss strategy
   f. News monitoring, visibility
   g. Actively pursuing feedback from stakeholders on SCEFI grants
   h. Final evaluation format on SCEFI grants
   i. Baseline political economy mapping of civil society dating from December 2014 (right after elections).
   j. Mid term evaluation December 2014
   k. Knowledge Fair to display and share with the public grants experiences and engagement with key stakeholders from Government and civil society: 18 June 2015 in Suva Civic Center (Building a Vibrant Fiji)
   l. ROM evaluation February 2016
   m. Final evaluation / stakeholder workshop 3 November 2016
3. Dialogue component: High level leadership dialogue; facilitating CSOs engagement in dialogue with high level stakeholders; and capacity to engage with political interlocutors from Parliament to Government and political parties:
   a. Financial delivery monitoring (see above)
   b. Quarterly reports
   c. Specific/thematic reports (for example, on inter-ethnic dialogue, multicultural dialogues)
   d. Actively pursuing feedback from a cross section of stakeholders (Government, CSOs, Private Sector, academia, other donors, UNDP colleagues)
   e. News monitoring, visibility
   f. Regular team meetings to track progress and discuss strategy
   g. Identifying political risk and risk management (through a network of trusted key interlocutors)
   h. Sharing of experiences with other UNDP offices on similar dialogues in countries in transition (attending UNDP seminar on transitions in Myanmar, BKK UNDP workshop on SDG16 tracking indicators and knowledge exchange with colleagues working in the same area on similar issues)
   i. Monitoring/feedback through outreach and participation in stakeholders activities, panels etc.
   j. High level stakeholders and dialogue partners proactively seeking advise on collaboration/ modalities, facilitation and connections.
4. Pro-actively pursuing feedback from stakeholders, identifying political risk and risk management.