

**Strengthening Capacities for Peace and Development**

**in the Pacific (CPAD)**

**Strengthening Citizen Engagement in Fiji Initiative**

**(SCEFI)**

**Terms of Reference**

### Title: Monitoring & Evaluation Specialist – Final evaluation of

###  *Strengthening Citizen Engagement in Fiji Initiative* (SCEFI)

Project: Strengthening Capacities for Peace and Development in the Pacific (CPAD): *Strengthening Citizen Engagement in Fiji Initiative*

Reporting to: SCEFI Coordinator

Duty Station: Suva

**Contract Type:** Individual contract (IC)

**Duration:** 18 working days (24 October – 7 December 2016)

## Purpose

The final project evaluation is a UNDP requirement, agreed with the European Union, to glean lessons learned from the implementation of SCEFI and provide UNDP and the EU (and other relevant donors in future) key recommendations for sustaining efforts built up through SCEFI in the lead up to the 2018 elections.

**Assumed accomplishment of the assessment**

The assessment will:

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;

 (2) Assess the actions taken to implement the recommendations that resulted from the mid-term evaluation and ROM.

(3) 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.

## Background and Context

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| Project number: | ATLAS project ID: 00093651EU Contribution Agreement: FED/2013/315-685 |
| Project title: | Original version: Strengthening Civic Education and Dialogues to support transition to democracy and rule of law;Revised version: Strengthening Citizen Engagement in Fiji Initiative |
| Duration: | May 2013 – December 2016 |
| Location: | Fiji |
| Linkages to Country Programme: | N/A |
| Linkages to Regional Programme: | UNDP’s Regional Programme Document for Asia and the Pacific, Outcome 2: Citizen’s expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance |
| Executing Agency: | UNDP Pacific Office  |
| Partner Organizations: | N/A |
| Total Approved Budget: | EUR 2,600,000; EU contribution: EUR 2,000,000; UNDP contribution: EUR 600,000 |
| Donor: | European Union |
| Project Manager: | Janet Murdock (May 2013-December 2014), left UNDP for another assignment Sonja Bachmann (January 2015-December 2016) |
| Type of assessment (mid-term or final): | Final  |
| Time period covered by the assessment : | January 2015 to October 2016 |
| Geographical coverage of the assessment :  | Fiji |
| Planned budget for this assessment: | USD12,000 |

**Strengthening Citizen Engagement in Fiji Initiative** is a three and a half year project 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, in particular women and youth, promote non-discrimination, and enhance transformative leadership as it relates to a future democratic Fiji. The project aims to strengthen peace and development in Fiji by enabling the citizens of the country to engage in nation-building through community-based activities that help build a better future. The project seeks to foster democracy from the bottom up, build trust and strengthen collaboration between decision-makers and citizens. As such, the project will focus on building capacity and civic engagement in six broad areas:

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| 1. Transformative leadership
2. Non-discrimination & inclusiveness
3. Equitable service delivery
 | 1. Accountability & human rights
2. Voice & choice
3. Decision making & coalition building
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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.

**Project context**

The **Strengthening Civic Education and Dialogues to Support Transition to Democracy and the Rule of Law in Fiji** project was originally conceived and designed on the heels of the 2012 Constitutional Development process, led by Dr. Yash Ghai. 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.

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 SCEF’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.

As noted above, the publication of the Fiji Electoral Decree and Section 115, in April 2014 placed 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 before mentioned 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 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 Ministry of Youth and Sports, the I’Taukei Affairs Board and the Ministry of Rural and Maritime Development.

**Delivery Modality**

In keeping with CPAD’s approach to promoting sustainable development through capacity building and effective government-civil society engagement, the project disburses grants to civil society organizations for projects that foster civic participation and collaborative engagement with Government counterparts in the creation of a resilient democratic society. The initiative supports innovative and creative local efforts that foster a wider understanding of what needs to be done to build a better and more democratic Fiji. Civil society organizations activities advance one or more of the six thematic areas at the community level, and address social issues where necessary and relevant. The awarding of grants is accompanied by capacity development, skills enhancement and key basic information around six key thematic areas. While values and norms in line with United Nations principles form the baseline for efforts in the thematic areas, all the themes are discussed in the context of what they mean for the Fijian people. It is up to the Fijian people to determine their significance and relevance in the context of a more democratic and inclusive Fiji society, it is up to them to design context-specific methodologies for conveying key messages. Since 2014, SCEFI has been able to provide small grants to 47 civil society organisations from across the four divisions of Fiji. To date, SCEFI has implemented 4 rounds of grant making. In addition, SCEFI is also working with government at various levels including at high level ministerial level to support their process of re-engagement with civil society post-elections and allow for better receptiveness to the messages coming through from civil society organisations working with their constituents to address their developmental needs.

**Strengthening the role of traditional leaders**

Since 2014, UNDP SCEFI has been partnering with the iTaukei Affairs Board to review and strengthen its leadership training curriculum for local level leaders. The curriculum now formally known as the *Leadership Good Governance, and Management Training for Local level leaders*, generally referred to as the ***National Strategy***, now brings together the traditional leadership training programmes that each of the 14 provincial councils implemented independently with traditional leaders in their respective jurisdiction. This partnership acknowledges the fact that strengthening citizens groups without making the governance structures and actors more responsive will not, alone, enhance local capacities to implement positive social change. The work with iTAB on supporting capacity building targeted at the local level governance structures in the 14 provinces aims to strengthen citizen engagement in community problem solving, by enhancing the receptivity and responsiveness of local leaders to community grievances and needs and targeting the most marginalized including women, youth and disabled. SCEFI was also able to facilitate iTAB’s collaboration with select civil society organisations that work to promote good governance principles, leadership, and management of natural resources. 20 NGO’s including private sector organisation were invited to collaborate with iTAB in reviewing and strengthening the National Strategy curriculum. 10 organisations have since been actively involved through the 10 thematic working groups based on the 10 modules of the leadership good governance and management curriculum for local level leaders. Two rounds of validation workshops were facilitated by iTAB, supported by SCEFI, with the heads of the provincial councils on the suitability of the curriculum. Following final revisions in English, the curriculum will be translated into i’Taukei, with plans to also translate the materials into Hindi. UNDP is liaising with ITAB to support the implementation of the leadership curriculum not just with the indigenous (iTaukei) traditional leaders, but also with the non-itaukei communities to help these communities gain a better understanding of the i’Taukei structures and to ensure sustainability through an inter agency approach and issue based linkeages with other Ministries, such as Youth and Sports, Women and Children, Rural and Maritime.

### Dialogue process and relationship building

SCEFI facilitates on-going high level dialogue and the exchange of views in order to continue the confidence and relationship building process around critical issues facing Fiji’s transition to democracy. Some of these significant issues include, but are not limited to land, national identity and multiculturalism, intergenerational dialogue, the role of the security sector in a democratic framework, strengthen civil societies’ oversight capacity and relations with Parliament and the Executive, and building effective coalitions for enhanced engagement and scrutiny of policies.

The emphasis has been on engaging in dialogue with high-level officials in a safe, neutral space to identify issues jointly and building trust and strategic relationships based on developing a deep understanding of different points of view, in order to engage in joint problem solving and to bridge the gap between the State and Fiji society’s key stakeholders which arose during the military period. Part of this dialogue has focused on the need for effective natural resource policies and grievance mechanisms, conflict resolution capacity building for Ministry of Lands and Itaukei Affairs, engagement with elders, communities and youth in outer islands and maritime areas, example the cross generational dialogue in Rotuma, engaging youth in multicultural youth dialogues to understand identity and related protocols better, do away with stereotypes and promote nondiscrimination and other values as per the Fiji constitution, as well as gender sensitive approaches; in sum support social cohesion at the local and national level for a forward looking ethnically diverse, inclusive and prosperous Fiji.

## Evaluation Methodology

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the Terms of Reference and the availability of resources. In all cases, the consultant is expected to analyse all relevant information sources, such as the Project Document, grant and other activities reports, project files including quarterly update reports, lessons learnt and related media materials. The assessor is also expected to use some interviews or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for this final assessment. The assessor will present a summarized methodology (Inception Note), as discussed, which will specify the indicators, sources of information and methods of data collection and will be shared with the SCEFI team to produce a joint expectation of a methodology.

All assessments of the United Nations system are guided by the principles of human rights and gender equality. Evaluation methods that are gender-sensitive and methods that explicitly address issues of marginalized, hard-to-reach and vulnerable populations are essential for conducting this assessment. The methodology should define a strategy by which to guarantee the highest degree of representation of the reality of the Project. The limitations are to also be recognized. Moreover, it will have to utilize a mixture of primary and secondary sources of data.

The assessor will perform a desk review based on existing documentation to independently assess and validate evidence gathered from different sources of information and cross-checked. The assessor will then summarize the desk review in an Inception Report. This will specify the assessment methodology proposed in the Terms of Reference, determining the exact design, focus and scope of the assessment, including preliminary findings of the desk review, refined assessment questions, data collection instruments (including questionnaire and interview questions) and limitations to the assessment. The assessor is expected to deliver the Inception Note as one of the key deliverables, and to share it with the SCEFI team for review. The Inception Note should ensure that the project manager has a common understanding of how the assessment will be conducted.

The SCEFI team will provide support to the assessor before, during and after the mission to Suva, Fiji. The required support will include all logistical matters (including in-country travel, security and accommodation), making available all relevant Project materials to the assessor, and arranging discussions with relevant stakeholders. After the evaluation has been finalized, the SCEFI coordinator will follow-up on the implementation of the recommendations and use the evaluation results to inform future programming, policy making and, organizational learning.

SCEFI will organise a feedback workshop with key stakeholders, to be facilitated by the consultant as part of the SCEFI evaluation.

The Draft Evaluation Report prepared by the assessor will be shared with the SCEFI team for comments. The comments will be considered by the assessor and incorporated into a Final Assessment Report.

## Scope of the Evaluation

The evaluation should cover all activities undertaken by SCEFI since the mid-term and the EU-ROM evaluation. The time period to be covered is from January 2015 to October 2016.

## Deliverables

The Consultant will carry out the following duties:

* Carry out the desk review of relevant project documentation;
* Develop a short Inception note including assessment questions, data collection instruments (including interview questions), limitations, etc. to the assessment; finalise on the basis of mid-term briefing 28 October,
* Present the conclusions and recommendations of the evaluation at the end of the field validation period.
* Prepare a draft evaluation report by latest 24 November,
* UNDP will provide comments within 7 calendar days from submission of the report;
* Consultant will finalize the Evaluation Report on the basis of comments received by the SCEFI latest 5th December.

\*The methodology of the assessment justify the appropriate mix of qualitative and quantitative data, and multiple sources of information and shall be gender and human rights responsive.

The evaluator shall respect the UNEG Ethical Guidelines. The evaluation shall follow the internationally agreed standards for evaluations.

## BUDGET

**Payment Schedules**

As full consideration for the services performed by the Individual Contractor, UNDP shall pay the Individual Contractor based on final submission and satisfactory acceptance of deliverables as per the ToRs.

## Proposal Requirements

Proposals should contain the following information:

1. *Technical proposal - a P11 form (available on the UNDP website* [*http://www.undppc.org.fj/\_resources/article/files/P11%20\_Personal\_History\_Form.pdf*](http://www.undppc.org.fj/_resources/article/files/P11%20_Personal_History_Form.pdf)*), and an updated CV, with contact details of at least three referees and a cover letter setting out how the applicant meets the selection criteria*
2. *Financial Proposal - The consultant is requested to provide a proposal or quotation of the fees/cost for the services which will be rendered using the following format and should be separate from the technical proposal.*

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| **Daily consultancy rates** | A daily consultancy rate proposed by the consultant for 18 working days within the time frame proposed (24 October – 5 December 2016). |
| **Travel costs (if relevant):** | The International consultant shall include the cost of a return Economy class ticket in the financial proposal. UNDP will undertake a comparative costing of return ticket costs and will oay for the most economical direct route. For local travels within Fiji, UNDP will meet the costs associated with official travel (road/sea). Travel plans to be discussed and agreed upon with the SCEFI coordinator |
| **Other miscellaneous expenses** | Please itemise  |

## Evaluation and Selection

Individual consultants will be evaluated based on UNDP’s cumulative analysis method.

When using this weighted scoring method, the award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) having received the highest score out of a pre-determined set of weighted technical (70%) and financial (30%) criteria specific to the solicitation.

Evaluation Criteria:

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| ***Technical*** | ***70%*** |
| *Post-graduate qualification in the area of Governance, Conflict prevention & peace-building, international relations, or relevant social science field*  | *20%* |
| *10 years or more of relevant work experience in the area of Governance, Human Rights, Rule of law, Conflict prevention & recovery, and Gender equality, experience in the Pacific and with civil society programs desirable* | *20%* |
| *More than 10 years’ experience in design and implementation of M&E of development programmes* | *20%* |
| *Excellent communication skills (verbal and written)* | *10%* |
| ***Financial*** | ***30%*** |