



Australian Government  
AusAID

## Quality at Entry Report and Next Steps to Complete Design for Fiji Community Development Program

### A: AidWorks details *completed by Activity Manager*

Initiative Name:	Fiji Community Development Program		
AidWorks ID:		Total Amount:	\$15 million
Start Date:	July 2011 (Tendering begins)	End Date:	June 2017

### B: Appraisal Peer Review meeting details *completed by Activity Manager*

Initial ratings prepared by:	Tim Gill (design revision)
Meeting date:	18 May 2011
Chair:	Bill Costello, Minister-Counsellor
Peer reviewers providing formal comment & ratings:	– David Green, Niles Goundar, Tim Gill (original version)
Independent Appraiser:	– Arthi Patel (original version)
Other peer review participants:	<ul style="list-style-type: none"> <li>– <b>Canberra:</b> Sue Connell (ADG Pacific); Debbie Bowman (Director, Human Development section); Corinne Tarnawsky (Disability and Gender, Pacific); Carol Jones (Fiji focal point, Canberra); Michelle Vizzard (Quality and Performance section); Anna Clancy (NGO Policy section – provided written comments); Robert Nicol (Fragility and Conflict section); Boni Maywald (Disability, Pacific)</li> <li>– <b>Suva:</b> Sarah Goulding (Counsellor Suva); Kirsty McNeill (A/g Deputy HOM); Ritva Sallmen (Charge d'affaires, EU Delegation Suva); Rosalba Tuseo (EU); Faga Semesi (NZ AP); Richelle Turner (First Secretary contracts, Pacific); Archana Mani (Program Manager, civil society Fiji); Tim Gill (First Secretary, Fiji)</li> </ul>

### C: Safeguards and Commitments *(new!) completed by Activity Manager*

Answer the following questions relevant to potential impacts of the activity.

1. Environment	Have the environmental marker questions been answered and adequately addressed by the design document in line with legal requirements under the <i>Environmental Protection and Biodiversity Conservation Act</i> ?	Yes
2. Child Protection	Does the design meet the requirements of AusAID's Child Protection Policy?	Yes
3. Imprest Account	Does the business case and risk assessment support the use of an imprest account as the most efficient, effective and ethical use of Commonwealth funds in accordance with the Commonwealth Financial Framework and AusAID policy?	N/a

<b>D: Initiative/Activity description</b> <i>completed by Activity Manager (no more than 300 words per cell)</i>	
4. Description	The Fiji Community Development Program (FCDP) is a 5 year program supporting service delivery to underserved communities by strengthening and resourcing Civil Society Organisations (CSOs) in Fiji. It will be implemented by a managing contractor selected through open tender. The managing contractor will operate from three field offices and will provide practical support and ongoing capacity building services to CSOs, as well as managing significant grant funding to support the work of CSOs.
5. Objectives Summary	The goal of the program is to deliver social and economic benefits to the people of Fiji through strengthened civil society organisations. FCDP will meet this goal through two objectives, each of which implies a suite of activities to meet intended outcomes established through reporting arrangements. The first objective is to mitigate social and economic hardship faced by poor, vulnerable and excluded communities in Fiji by funding the community development work of CSOs. The second objective is to strengthen CSO capacity to deliver relevant and efficient programs for poor, vulnerable and excluded communities in Fiji.

<b>E: Quality Assessment and Rating</b> <i>(no more than 300 words per cell)</i> <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>			
Criteria	Assessment	Rating (1-6) *	Required Action (if needed)
6. Relevance	Will serve the needs of communities facing hardship in Fiji, building on community strengths, and through a mechanism which is available to the aid program.	6	
7. Analysis and Learning	Picks up on Mid-Term Review, lengthy consultative design process, social research, and experience in other CSO programs undertaken by both AusAID and other donors, as well as the ODE review of CSO support and the UNDP review of Fiji CSOs.	5	It will be important during implementation to assess and monitor the balance in the program between capacity building and grants. CSOs in Fiji are dependent on donors for external funding, and there are limits to the absorptive capacity for CSOs.  Ensure that options for donor coordination is strengthened from a CSO perspective-reducing burden of multiple donor requirements for similar information, i.e. promote the use of common application forms, common progress and completion reports requirements, shared audits and organisational assessments, and common monitoring and evaluation assessments.
8. Effectiveness	It would be preferable if many of the functions were performed by an indigenous civil society peak body, but this option is not currently available, given conflict and mistrust within the sector, and the absence of a credible peak body to take up the role. However, if conditions change, FCDP should be able to work with an appropriate organisation to progressively take over peak body functions over the 5 years.	5	Incorporate the possibility of supporting civil society peak bodies if conditions become favourable.  The governance mechanism will include at least one local technical expert.

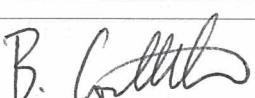


<b>E: Quality Assessment and Rating</b> <i>(no more than 300 words per cell)</i> <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>			
9. Efficiency	Introducing a managing contractor will ensure a more efficient delivery mechanism to better suit a significant CSO support program. The program will provide capacity building for CSOs supported by EU programs as well as those funded through FCDP, providing a significant economy of scale when viewed across the two programs. The sharing of field offices with the EU also provides savings and promotes coordination. Finally, the FCDP will be established such that it has the capacity to manage a larger pool of funds should delegated cooperation with EU progress, which will potentially reduce management overheads substantially in comparison with amount provided in grants.	5	
10. Monitoring and Evaluation	<p>A first draft M&amp;E Framework has been prepared, and then amended to fit the streamlined objectives. However further work is needed to provide as a basis for further work by the MC in the inception period.</p> <p>The document also requires a section on M&amp;E which will provide a statement of commitment to pursuing and M&amp;E approach across the program.</p>	4	<p>Further work required on the draft M&amp;E Framework, in particular the development of indicators (including for vulnerable groups, organisations health and research) linking to expected results.</p> <p>An M&amp;E section in the body of the design needs to be included which defines the approach to monitoring and evaluation, and the potential for shared monitoring and evaluation with other donors, particularly the EU. In the procurement process, tenderers should be asked to provide information on their approach to M&amp;E.</p> <p>The M&amp;E Framework should ensure that sex disaggregated data is collected on participants and beneficiaries of assistance.</p>
11. Sustainability	The capacity building emphasis will leave CSOs in a much more sustainable position, as well as improving the transparency and accountability of civil society organisations supported by the program, as a sector with capacity to provide effective support and response to community needs in Fiji. By developing a stronger model of engagement between donors (as funders) and civil society organisation, the program may provide a useful model for the sector to draw on in potential future engagement with government as a funder. Services provided will be evaluated by, inter alia, the degree to which they provide sustainable benefits to communities. Advocacy services should multiply the effect of the program by encouraging provision of better and more demand-driven services by government.	5	
12. Gender Equality	<p>Design covers gender aspects of community development.</p> <p>Gender and disability should be a target area for technical inputs for CSO capacity building.</p>	5	Need to include technical support for gender in the M&E Framework and under Activity 2.4

* Definitions of the Rating Scale:			
Satisfactory (4, 5 and 6)		Less than satisfactory (1, 2 and 3)	
6	Very high quality; needs ongoing management & monitoring only	3	Less than adequate quality; needs to be improved in core areas
5	Good quality; needs minor work to improve in some areas	2	Poor quality; needs major work to improve
4	Adequate quality; needs some work to improve	1	Very poor quality; needs major overhaul

E: Next Steps <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>		
Provide information on all steps required to finalise the design based on <i>Required Actions</i> in "C" above, and additional actions identified in the peer review meeting	Who is responsible	Date to be done
1. Governance: amend the language to incorporate 'one or more' community representative(s) on the FCDP executive committee, rather than limiting the representative to necessarily a single person. The number of community representatives will depend on the individuals who can be coopted to the role(s).	Tim Gill	27 May 2011
2. M&E: Introduce a new section in the design describing a statement of intent for the design to apply an M&E approach. Redraft the M&E Framework to include indicators that will show progress towards expected results.	Tim Gill	27 May 2011
3. Sustainability: more fully capture the sustainability impacts of the program, particularly in relation to the role of the civil society sector in Fiji.	Tim Gill	27 May 2011

F: Other comments or issues <i>completed by Activity Manager after agreement at the APR meeting</i>
<ul style="list-style-type: none"> <li>Ongoing collaboration with EU and NZ is necessary to ensure the donors minimise their demands on the sector, to improve efficiency and to reduce high level risks to CSO programming in Fiji.</li> </ul>

F: Approval <i>completed by ADG or Minister-Counsellor who chaired the peer review meeting</i>		
<p>On the basis of the final agreed Quality Rating assessment (C) and Next Steps (D) above:</p> <p><input checked="" type="checkbox"/> <b>QAE REPORT IS APPROVED</b>, and authorization given to proceed to:</p> <p style="margin-left: 40px;"> <input checked="" type="radio"/> <b>FINALISE</b> the design incorporating actions above, and proceed to implementation  or: <input type="radio"/> <b>REDESIGN</b> and resubmit for appraisal peer review </p> <p><input type="checkbox"/> <b>NOT APPROVED</b> for the following reason(s):</p> <p>_____</p> <p>_____</p> <p>_____</p>		
Bill Costello	signed: 	20/5/11. < date >