

End of Program Evaluation
Fiji Community Development Program
(FCDP)

Evaluation Plan

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8 March 2017

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1. Introduction

This document provides a detailed plan for the End of Program Evaluation of the Fiji Community Development Program (FCDP). An evaluation team has been recruited by DFAT to carry out the independent evaluation: internationally engaged team leader (Dr Keren Winterford); and two locally engaged consultants: Salaseini Tupou and David Hesaie. The Evaluation will be carried out between February – May 2017.

The Evaluation Plan has been prepared through a consultative process:

- Input into draft and final Plans from all evaluation team members drawing on collective expertise and experience relevant to evaluation; grants management and the Fiji civil society
- Input into draft Plan from the Evaluation Reference Group (ERG) formed to oversee the evaluation process and quality assure the deliverables of the evaluation team. The ERG is chaired by Christina Munzer (Counsellor, Development Cooperation Fiji and Tuvalu).

The Plan is structured in four parts:

1. Background to FCDP and context of the evaluation
2. Evaluation purpose, scope of inquiry as defined by evaluation questions
3. Approach inclusive of sampling strategy, methods of data collection and analysis, ethical considerations and evaluation limitations
4. Evaluation schedule and team member tasks.

The Plan has been prepared in line with DFAT's M&E Standards (Standard 5) (see Annex 1).

2. Background to FCDP and context of the evaluation

2.1 FCDP

FCDP is a five-year program (commenced 16 May 2012) worth AUD 20.946 million.

The overall goal of the Program is to “deliver social and economic benefits to the people of Fiji through strengthened civil society organisations”.

The Program defines two main objectives:

Objective 1: To mitigate social and economic hardship faced by poor, vulnerable and excluded communities in Fiji by funding the community development work of CSOs.

Objective 2: To strengthen CSO capacity to deliver relevant and efficient programs for poor, vulnerable and excluded communities in Fiji.

The program has three office locations: Suva (Central Division) and regional offices in Lautoka (Western Division) and Labasa (Northern Division).

The program is being implemented through the management contractor, Coffey International Development PTY LTD.

A Program Executive Committee (PEC) comprising eminent Fiji community members, DFAT and FCDP provides a strategic decision-making and monitoring mechanism for FCDP. The PEC is responsible for approving the Programs' annual work plan and approving funding to support CSOs.

The program has been implemented through two phases (May 2012-May 2015 - AUD 12.911 million and May 2015 – May 2017 AUD8.035 million). A mid term review carried out in 2015 recommended extension to the second phase.

2.2 Australian Aid support to Fiji civil society sector

FCDP builds on a long history of Australia support to the civil society sector in Fiji. This support will continue and from May 2017 will be channelled through the Fiji Program Support Facility, which commenced in January 2017. This evaluation will provide important recommendations in the ongoing implementation of the Facility and support to Fiji CSOs.

The evaluation will also be of interest in the ongoing implementation of the Australia-Fiji Civil Society Engagement Strategy 2016-2019. The Strategy was finalised in August 2016 and articulates how Australia will engage with CSOs to deliver its aid program objectives in Fiji, as outlined in its Fiji Aid Investment Plan 2015-2019.

3. Introduction to End of Program Evaluation

3.1 Evaluation purpose

As stated in the Terms of Reference:

“The purpose of this end of program evaluation is to provide a systematic and objective assessment of the impact FCDP has made in delivering its two program objectives: mitigate social and economic hardship faced by poor, vulnerable and excluded communities in Fiji by funding the community development work of CSOs; strengthen CSO capacity to deliver relevant and efficient programs in these targeted communities. This includes an assessment of the direct and indirect causal contribution as well as unintended impacts of the program.

The evaluation also seeks to assess the effectiveness and efficiency of FCDP’s implementation approach, compile lessons learned, and, provide recommendations that will inform DFAT’s implementation of the Australia-Fiji Civil Society Engagement Strategy 2016-2019.”¹

3.2 Key evaluation questions

Informed by the TOR the key evaluation questions and evaluation scope are set out below:

- I. To what extent has FCDP mitigated the social and economic hardship faced by poor, vulnerable and excluded communities in Fiji, and strengthened CSOs capacity to deliver relevant and efficient programs in these targeted communities?
 - i. Is the managing contractor model the most effective way to deliver FCDP’s objectives?
 - ii. How effectively has FCDP used the existing knowledge and expertise of target communities and CSOs to deliver its objectives?
2. To what extent has FCDP delivered its objectives in a cost effective way?
 - i. Are the Program’s governance and implementation arrangements appropriate and proportionate to the outcomes sought?
 - ii. How has FCDP leveraged support provided by other DFAT programs, other donors, development partners, UN and CROP Agencies the Fijian government and the private sector to achieve program objectives?
 - iii. How has FCDP’s monitoring, evaluation and learning arrangements affected the quality of outputs delivered and outcomes achieved?
 - iv. Has FCDP sufficiently identified and managed social, political, economic and environmental risks?

¹ Terms of Reference: End of Program Evaluation of the Fiji Community Development Program

3. What impacts (intended, unintended, positive and negative) has FCDP had and how sustainable are these?
 - i. What impact has FCDP made in delivering social and economic benefits to the people of Fiji?
 - ii. What impact has FCDP made in strengthening civil society organisations in Fiji?
 - iii. What evidence exists to suggest that there is ownership of the results amongst program stakeholders, particularly amongst community beneficiaries and CSOs?
4. To what extent has FCDP met the needs of poor, vulnerable and excluded communities and strengthened civil society organisations in Fiji?
 - i. Has FCDP responded to the identified needs of target communities, particularly the poor, disadvantaged and vulnerable?
 - ii. Has FCDP met the needs of CSOs in Fiji and provided effective and targeted capacity strengthening support that meets these needs?
 - iii. How relevant was FCDP to the Fiji Government's efforts to increasing economic growth and reducing poverty in Fiji.
 - iv. Was FCDP adaptive to changes to the local economic, social and political context during its lifetime? ^{[[SEP]]}
5. To what extent has FCDP made a difference in gender equality and disability inclusion; child protection and disaster risk management?
 - i. What are the results of FCDP's approach to gender equality and disability inclusion, child protection and disaster risk management?
 - ii. How has FCDP effectively influenced stakeholders', including beneficiaries', priorities and approaches to these issues?
 - iii. Were sufficient resources and technical expertise allocated to implement appropriate strategies that are responsive to the different and individual needs of target beneficiaries?
6. *Informed by learning from the evaluation, what are the key recommendations to DFAT that will inform the implementation of the Australia-Fiji Civil Society Engagement Strategy 2016-2019.*²

Highest priority questions for this evaluation are the primary numbered key evaluation questions. Question 3 which focuses on impact and FCDP contribution is in particular a priority question.

As noted Section 4 below the key evaluation questions have been structured within focus areas of inquiry (drawing on the FCDP theory of change) to guide data collection, analysis and reporting.

Data collection tools and analysis prepared for this evaluation are linked to the key evaluation questions ensuring a depth of inquiry and that all key evaluation are adequately responded to. Annex 6 set out linkages between key evaluation questions, sub questions, data collection tools / data source and analysis.

3.3 Evaluation audience and users

As defined in the TOR "the primary user of this evaluation is DFAT. The secondary users are the Australian public, civil society organisations in Fiji and Australia, the Government of Fiji and the Fijian public."

As defined in the evaluation purpose DFAT and the Australian public are also interested in the evaluation results to ensure efficiencies and effectiveness of Australian aid. The evaluation will also

² Additional question added in response to evaluation purpose as set out in the Terms of Reference

provide key recommendations to DFAT that will inform the implementation of the Australia-Fiji Civil Society Engagement Strategy 2016-2019. Key recommendations will also be relevant and of practical use to the implementation of Fiji Program Facility.

Government of Fiji and civil society sector in Fiji may be interested in the evaluation findings to inform donor support, not just from DFAT but other bilateral and multilateral agencies.

Coffey may be interested – to improve efficiencies and effectiveness in future management of aid programs.

All audience groups will require clear, concise findings and actionable recommendations. The evaluation team will employ a number of approaches to enhance utilization of the evaluation findings including: the use of plain English and explanation (no prior understanding assumed); analysis documented and evidence base transparently documented to support findings; preparation of multiple outputs (Aid Memorie; Evaluation report) with reader-friendly page limits.

4. Overall evaluation design

This section outlines the evaluation design, inclusive of methods of data collection and analysis, sampling strategy, ethical considerations and evaluation limitations.

Recognising the purpose of the evaluation is to assess impact of FCDP an evaluation design informed by a *theory of change approach* has been developed in order to explore causal inference, and in particular assess contribution and attribution of FCDP to impacts (intended, unintended, positive, negative effects). The theory of change defined for FCDP³ as set out in Annex 2 has been used to define 'evaluation focus area of inquiry' which in turn links to the key evaluation questions. This approach provides a clear structure and link from data collection and analysis to evidence and findings in response to evaluation questions.

The evaluation will employ *comparative analysis* to assess the different types of FCDP initiatives and to what extent initiatives worked for whom (CSO/community) and under what conditions. The evaluation will compare experience across different stakeholder groups and locations. The evaluation will also trace the theory of change / impact through selected comparative cases linking FCDP-CSO-Community practice and outcomes.

A *multi stakeholder approach* is also employed recognising the different types of CSOs who engaged with FCDP and the different initiatives that FCDP employed. Participation in the evaluation will be prioritised for CSO and community groups recognising the evaluation of impact in relation to the two program objectives.

Mixed methods will be used to capture depth and breadth of learning and also triangulation of data to strengthen confidence in findings. Asking same questions of different stakeholder groups and exploring cases from multiple perspectives will also strengthen the evaluation findings.

Contextual factors that the program operated within will also be examined to assess appropriateness and relevance of the program and assess contribution and attribution of FCDP in relation to broader social, political, economic, environmental contexts.

4.1 Methodology

The FCDP *theory of change* has been used to define 'focus areas of inquiry for the evaluation'. As detailed in Annex 2 the FCDP theory of change has been augmented and describes six focus areas. The focus areas will provide a framework for data collection, analysis and reporting. As detailed in Annex 2 the focus areas and 'sub areas' link to key evaluation questions and DAC Criteria for Evaluating

³ Source: FCDP Monitoring and Evaluation and Learning Framework, 2014

Development Assistance.⁴ The FCDP theory of change will act as a ‘mental model’ and provide a broad concept of how FCDP created change which will be tested, and detailed change pathways will be substantiated through the evaluation. The evaluation will assess impact and explore causal inference of FCDP (contribution and attribution), and the extent to which initiatives or in combination contributed to change.

Use of mixed methods data collection (primary and secondary [monitoring data collected from FCDP] / qualitative and quantitative) will enable a comparative analysis. Use of both closed and open questions will support breadth and depth of inquiry within the time frame and scope of the evaluation. Use of same questions with multiple stakeholders will support triangulation of data. Criteria for quality in qualitative research⁵ will also be used to ensure the strength of evaluation findings.

Multiple analysis approaches will be used to assess impact and causal inference and ensure rigor in evaluation findings. Approaches include use of comparative analysis across multiple stakeholders, geographic and sampling criteria (see Annex 3 for more details); use of comparative cases which link inquiry with FCDP-CSO-Community at same sites; focus on multi stakeholder perspective, and situating findings in relation to broader political, social and economic environment.

Collaborative practice and a flexible approach will be employed within the evaluation team, including working with DFAT and also FCDP and other stakeholders. The team will use daily debriefs to share and capture emerging findings and identify any emerging issues and need for flexibility. The evaluation team will include two DFAT staff who will support and provide guidance as necessary to ensure flexibility in response to any emerging issues.

With experience of the civil society sector, broader political, social and cultural contexts of Fiji, the evaluation team is well equipped to recognise the need for flexibility and know how to respond. Scheduled time between the preparation of this Plan and fieldwork will ensure that final logistics are organized and responsive to availability of stakeholders within the timeframe of the evaluation. Additional days are allocated between planned fieldwork and preparations of the Aid Memoire to deal with any priority issues which may emerge.

The evaluation will be culturally appropriate, ensuring protocols at community level are adhered to and opportunity is provided for variety of community members to participate, particularly women, youth and people living with disability. Data will be disaggregated to ensure that perspectives of men and women are transparent, and respectively inform evaluation findings.

4.2 Method of data collection

Four data collection methods will be employed: document review; online survey; Focus Group / Talanoa and field observations; and semi structured interviews. All data collection methods will be used across the areas of inquiry as detailed in Annex 2.

i. Document review - documents will include FCDP documents (as listed in Annex 4) relevant CSO documentation and community reporting (for comparative cases) in addition to Government of Fiji documents to assess FCDP within broader Fiji context. The field visit for the comparative cases will help verify the information provided through FCDP sources.

ii. Online survey - An online survey (survey monkey) will be administrated to all CSOs as an initial data collection and findings will inform subsequent semi-structured interviews and comparative cases with CSOs and community groups.⁶ Questions will be closed and use of a scale will enable quantitative

⁴ <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

⁵ Lincoln and Guba's (1981, 1985)

⁶ Semi-structured interview questions are likely to be revised on the basis of online survey results

analysis. The online survey will include questions relevant to all five areas of inquiry. Stakeholder group: CSOs

iii. Focus Group / Talanoa and field observations - In addition to the standard research techniques proposed, talanoa⁷, as an indigenous research method will be used. Talanoa refers to 'conversation in a circle' that allows for the co-production of knowledge. Its' application in this assignment is relevant given the Pacific Island context in which FCDP operated in, and that the direct beneficiaries and community groups that accessed and were recipients of the program use talanoa to document and capture their learnings and stories of change. Talanoa is centred on relationships, cultural protocol, use of the physical space as an enabling and safe space for dialogue and with the circle and dialogue, being inclusive, non-threatening mode of communication. Its use in this evaluation also takes into account the positionality of the local consultants, they being Fijians, users of the talanoa and their ability to filter through the dialogue to ensure validity of information and maintaining rigor as a practice of assessment. During community visits, observations of grant projects will also be carried out to supplement others data collection methods. Stakeholder group: community groups / members, CSOs.

iv. Semi structured interviews – Key informant interviews will be carried out with select stakeholders (CSOs defined for comparative cases), DFAT, FCDP senior staff, FCDP field office staff, external stakeholders and key informants in community. As a qualitative method, this will allow for in-depth questions to guide the conversation and inquiry into the evaluation focus areas.

In community, key informant interviews will provide an opportunity to hear multiple perspectives especially from those vulnerable / marginalised who may not necessarily be heard in large meetings. During community consultations time will be allocated to first identify and then conduct semi – structured interviews with representatives of marginalised / vulnerable groups. Stakeholder group: CSOs, DFAT, FCDP, external stakeholders and community.

4.3 Stakeholders and sampling strategy

Numerous stakeholder groups have been identified relevant to FCDP and for this end of program evaluation. Annex 3 sets out the stakeholder groups and sampling strategy in relation to each. Participation of CSOs and community groups will be prioritized in order to assess impact and FCDP contribution. In addition DFAT, FCDP and other relevant stakeholders to the Fiji civil society sector will also be included in consultations to provide a comprehensive assessment of FCDP and provide recommendations for future DFAT programming.

Different sampling strategies will be employed in relation to different stakeholder groups as noted below and further detailed in Annex 3.

Capture breadth of CSO experience – use of an online survey for all CSOs engaged in FCDP to assess impact (Objective 2) and identify causal inference of FCDP and different FCDP initiatives (capacity building and grants).

Assess causal inference of impact from FCDP to CSO to community – connect community meetings with interviews with CSOs involved in the specific community to maximize learning and explore FCDP Theory of Change.

Compare and contrast findings to strengthen the confidence of findings – a representative sample of CSOs and community groups will be selected to explore in-depth, different range of participants and experience of FCDP. CSOs (and connected to communities) will be selected on the basis of multiple

⁷ [http://www.devnet.org.nz/sites/default/files/Farrelly.%20Trisia%20&%20Nabobo-Baba.%20Unaisi%20Talanoa%20as%20Empathic%20Research%20\[paper\]_0.pdf](http://www.devnet.org.nz/sites/default/files/Farrelly.%20Trisia%20&%20Nabobo-Baba.%20Unaisi%20Talanoa%20as%20Empathic%20Research%20[paper]_0.pdf)

criteria: type of engagement with FCDP (grant); size of grant; theme of grant; and type of CSO. Selection will also be informed by a representative sample across the three FCDP office locations (see further details in Annex 3).

Capture multi-stakeholder perspective – prioritise key stakeholders relevant to the civil society sector and to donor support to provide a comprehensive and comparative assessment of FCDP and inform recommendations for future programming.

4.4 Analysis

Analysis will be framed by the 'evaluation focus of area of inquiry' and key evaluation questions and carried out through complementary processes as set out below.

Analysis relevant to specific data collection methods

Document review: use of a review guide will enable capture of key learnings relevant to the evaluation key questions. The review will provide both quantitative and qualitative information. Qualitative data will be further considered as part of comparative analysis (see below).

Online survey (CSOs): use of closed questions will enable quantitative analysis and reporting; identification of different CSO engagement with FCDP will provide comparative analysis of impact in relation to different FCDP interventions.

Interviews + FGDs + community meetings (CSOs and community representatives): use of semi structured interview will provide opportunity for thematic analysis of stakeholder responses and generation of key themes in response to open ended questions for each interview / FGD / community meeting. Following the generation of key themes relevant to each data source comparative analysis will take place (see below).

Comparative analysis

Comparative analysis of data collected will reveal commonality or contention within and between different stakeholder groups and also sites of implementation and ensure rigorous evidence in responding to the key evaluation questions. Comparison of responses to the same questions by different stakeholders will strengthen the comparative analysis. Use of a mixed method approach will also strengthen the comparative analysis. This triangulation of data will strengthen the confidence in evaluation findings. Multiple dimensions of comparative analysis that will be used are:

- Compare findings across different data collection methods
- Compare findings from stakeholders relevant to different FCDP offices
- Compare findings within like stakeholder groups
- Compare findings across different stakeholder groups
- Compare findings from within CSOs but across the different sample segments (i.e. different types of engagement with FCDP).

Comparative analysis will importantly not only generate findings in relation to the impacts of FCDP but also contributing factors to assess causal inference – attribution and contribution of FCDP. Comparative analysis will be conducted systematically and routinely to manage the large data sets generated through the evaluation consultations.

- Daily debrief will provide opportunity to process and synthesis learning from each day
- At completion of 'field office' consultations consolidation of key findings inclusive of comparative analysis within and between stakeholder groups
- At completion of 'field office' consultations progressive comparative analysis of consolidated key findings in comparison to other sites 'field offices'
- At completion of field office consultations comparative analysis of qualitative findings with quantitative data and document review.

The ‘evaluation focus of area of inquiry’ will provide a framework in which to capture and store emerging findings.

4.5 Ethical practice

The team leader, Dr Keren Winterford is an employee at the Institute for Sustainable Futures, University of Technology Sydney (UTS:ISF) and is bound to adhere to the UTS Ethical Conduct of Research Policy and will ensure ethical review and approval of the evaluation. In conjunction with this approval, the team will also adhere to The Principles for ethical research and evaluation in development:⁸ respect for human beings; beneficence; research merit and integrity and justice. The team will also be guided by AES guidelines for ethical conduct of evaluations. Key ethical issues to be addressed include:

Respect	<ul style="list-style-type: none"> • Informed consent through the provision of an information sheet outlining the evaluation and ensuring verbal or written consent is recorded by evaluators • Confidentiality of all participants by de-identifying responses within reporting • Opportunity to participate through use of multiple data collection methods • Culturally appropriate approaches to engage with evaluation participants
Beneficence	<ul style="list-style-type: none"> • Methods of data collection provide opportunity for participant learning • Methods of data collection provide safe space for participation • Evaluation findings are available to all key stakeholders
Research merit and integrity	<ul style="list-style-type: none"> • Evaluation team competent in scope of evaluation • Use of quality research criteria, evidence base and transparent evaluative judgement to prepare evaluation finding
Justice	<ul style="list-style-type: none"> • Fair process for recruitment, ensuring principles of social inclusion • Findings are accessible to stakeholders involved

4.6 Limitations

There are a number of acknowledged limitations to the evaluation which will be addressed through the evaluation design.

Evaluation limitation	Mitigation Strategy
Timeline to carry out data collection and analysis is relatively short with little time for detailed analysis and sense making	<ul style="list-style-type: none"> • Sampling strategy for consultations prioritises key stakeholders who can provide best learning and response to key evaluation questions • Sampling strategy for community consultations informed by practicality of travel and logistics within evaluation timeline • Preparation of ‘evaluation focus areas of inquiry’ to structure inquiry, analysis and response to key evaluation questions • Maximise evaluation team resources by assignment of evaluation focus areas of inquiry within the team based on areas of expertise and experience • Ongoing data analysis process through scheduled daily debriefs and comparative analysis following consultation in each FCDP field offices • Time allocated for data analysis and preparation of initial findings for Aid Memoire
Potential for	<ul style="list-style-type: none"> • Use of open ended questions

⁸ https://acfid.asn.au/sites/site.acfid/files/resource_document/Principles-for-Ethical-Research-and-Evaluation-in-Development2016.pdf

positive bias (especially in the community)	<ul style="list-style-type: none"> • Use of culturally appropriate methods to engage community members and CSO representatives, ensuring principles and practice of social inclusion • Use of complement of methods and targeted approach to identify different members in community relevant to FCDP grant - to ensure range of perspectives from different groups in community inform evaluation findings
Extensive range and volume of FCDP reporting	<ul style="list-style-type: none"> • Document review guided by 'evaluation focus areas of inquiry' and key evaluation questions • Document review guided by review guide to focus inquiry
Wide range of stakeholders evaluation who can not equally participate due to evaluation time line	<ul style="list-style-type: none"> • Sampling strategy prioritises stakeholders with opportunity to provide best learning for the evaluation • Use of multiple data collection methods to provide opportunity for participation by all CSOs, to capture breadth and depth of views • Prioritise comparative cases and use of purposeful sample to collect data across range of range of FCDP activities
Availability of stakeholders	<ul style="list-style-type: none"> • Identify stakeholders early and schedule consultations appropriate to local schedules • Prepare for community consultations well in advance
Potential for lost learning as team members focus on different aspects of evaluation inquiry	<ul style="list-style-type: none"> • During data collection daily debriefs to ensure that learning is shared within the whole team and collective sense making and response to the evaluation questions is generated throughout the evaluation • Scheduled comparative analysis following each round of data collection to prepare iterative responses to evaluation questions

4.7 Evaluation schedule

A detailed schedule for the evaluation is provided in Annex 5. The schedule has been prepared informed by key considerations:

- Appropriate time scheduled with each FCDP field offices to ensure fair representation and CSOs have equal opportunity to participate in the evaluation
- Focus on consultations with CSOs and community members to assess impact of FCDP
- Adequate time allocated to community consultations
- Inclusion of time to allow for multi stakeholder approach
- Adequate time allocated to consult with key stakeholders to generate best evidence
- Assignment of evaluation focus areas of inquiry and relevant consultations to maximise the resources within the evaluation team within the limited timeframe of the evaluation
- Time scheduled for daily debriefs; time scheduled for comparative analysis following rounds of consultations (Suva, Labasa, Lautoka)
- Time scheduled for sense making and use of data collection and analysis to respond to evaluation questions, prepare Aid Memorie and preparation of draft reports

5. End of Program Evaluation Team

Dr Keren Winterford (Team Leader), Salaseini Tupou and David Hesaie (locally engaged consultants) will carry out the evaluation. The team bring complementary experience and expertise relevant to civil society strengthening, grants management in the context of Fiji and DFAT evaluation. The team will employ a collaborative approach to planning, conduct of data collection and analysis and report writing. Processes to ensure a collaborative practice include: reflection points at key stages of the evaluation / milestones to check in on team process and ways of working; daily reflections and debriefing during data collection to inform analysis and generation of key

findings; assignment of evaluation focus areas of inquiry to team members during data collection and analysis; collective practice in drafting review and revision in preparation of draft and final reports.

Assignment of evaluation focus areas of inquiry within the team has been allocated based on areas of expertise and experience: David Hesaie – impacts in relation to Objective 1; Salaseini Tupou – impacts in relation to Objective 2; Keren Winterford – assessment of FCDP contribution to achieving objectives. At times ET team members may need to split to lead concurrent consultations. Further details of lead for consultations will be defined once the schedule is prepared.

Leaine Robinson (Senior Programme Manager - Gender Equality and Inclusive Growth) and Leone Tupua Program Manager Civil Society Engagement will join the team during field consultations (Suva, Labasa and Lautoka). Informed by the evaluation Terms of Reference allocation of evaluation tasks is set out below.

Team Leader (Keren Winterford)

Keren will perform the following:

- i. Leads the evaluation team and effectively uses the expertise of team members in meeting the Evaluation Terms of Reference and contractual obligations;
- ii. Finalise and submits an Evaluation Plan that meets DFAT's M & E Standards (Standards 5);
- iii. Leads the evaluation process (including participating in an inception briefing; assigning tasks and responsibilities to team members; leading the mission in the field and ensuring mission efficiency and performance)
- iv. Processes and analyses all data in consultation with team members;
- v. Leads team discussions and reflections;
- vi. Develops the aide memoire and leads the presentation of preliminary findings to DFAT at the end of the in-country mission;
- vii. Delivers an EPER that meets DFAT's M & E Standards (Standards 6); and
- viii. Performs other duties in the TOR and as directed by DFAT.

Team Member 1 (Salaseini Tupou)

Sala will perform the following:

- i. Provide intellectual and contextual insights to the Team Leader on the preparation and finalisation of: Evaluation Plan, Aide Memoire and the Independent End of Program Evaluation Report;
- ii. Contribute towards writing the evaluation products;
- iii. Liaise with local stakeholders and finalises in-country visits and consultation schedule:
- iv. i. Participate in the in-country mission as directed by the Team Leader;
- v. ii. Finalisedatacollectiontoolsandgatherfielddata(interviews,focusgroups,secondarydata collection);
- vi. Act as language interpreters and transcribe field interviews and focus groups;
- vii. Perform other duties as directed by the Team Leader.

Team Member 2 (David Hesaie)

David will perform the following:

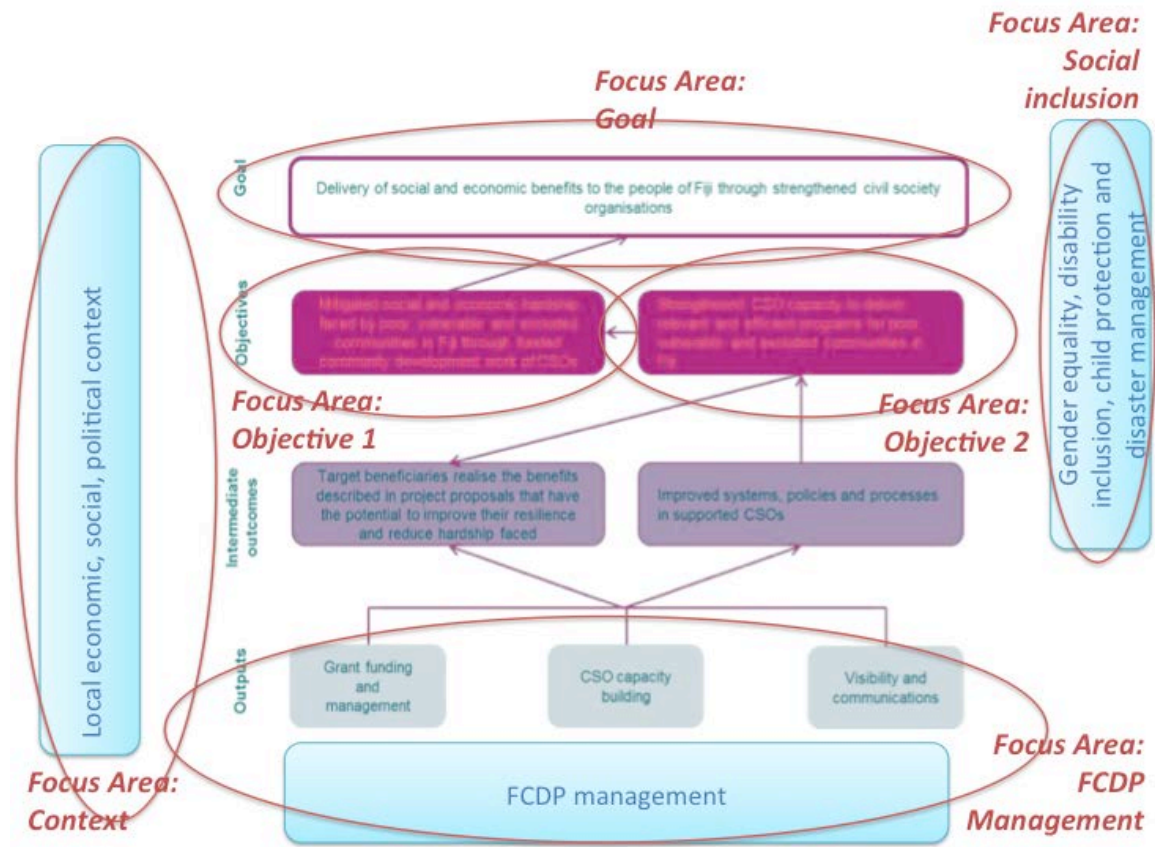
- i. Provide intellectual and contextual insights to the Team Leader on the preparation and finalisation of: Evaluation Plan, Aide Memoire and the Independent End of Program Evaluation Report;
- ii. Contribute towards writing the evaluation products;
- iii. Liaise with local stakeholders and finalises in-country visits and consultation schedule:
- iv. i. Participate in the in-country mission as directed by the Team Leader;
- v. ii. Finalisedatacollectiontoolsandgatherfielddata(interviews,focusgroups,secondarydata collection);
- vi. Act as language interpreters and transcribe field interviews and focus groups;
- vii. Perform other duties as directed by the Team Leader.

Annex 1: Standard 5: Independent Evaluation Plans⁹

No.	Element	Reference in Evaluation Plan
5.1	The evaluation plan is based on a collaborative approach	Section 1
5.2	The primary intended users of the evaluation are clearly identified and their evaluation needs are described	Section 3.3
5.3	The purpose and/or objectives of the evaluation are stated	Section 3.1
5.4	A summary is provided to orient the reader to the overall evaluation design	Section 4
5.5	Limitations or constraints on the evaluation are described (e.g. time frame; resources; available data; political sensitivities)	Section 4.6
5.6	The Key Evaluation Questions are supplemented by detailed descriptions and/or sub questions	Section 3.2 & Section 4.1, Annex 2
5.7	It is clear which questions are considered to be of higher priority and are expected to provide the most important information	Section 3.2
5.8	There is sufficient flexibility to be able to address important unexpected issues as they emerge	Section 4.1
5.9	The methods to collect data are described for each question (or related questions)	Section 4.2 & Annex 6
5.10	The proposed data collection methods are appropriate for the questions posed	Section 4.2 & Annex 2
5.11	Triangulation of data collection methods is proposed to strengthen the confidence in the findings	Section 4.4
5.12	The sampling strategy is clear and appropriate for the evaluation questions posed	Section 4.3 & Annex 3
5.13	The plan describes how data will be processed and analysed	Section 4.4
5.14	The plan identifies ethical issues and how they will be addressed	
5.15	The process for making judgments is clear	Section 4.5
5.16	Approaches to enhance the utilization of findings are outlined (if this has been requested in the terms of reference)	Section 3.3
5.17	The evaluation plan provides guidance on scheduling. The final schedule (if attached) reflects adequate time to answer the posed evaluation questions	Section 4.7 & Annex 5
5.18	The allocation of evaluation tasks to team members is clearly described (i.e. data collection, processing and reporting)	Section 5

⁹ DFAT Standard 5: Independent Evaluation Plan

Annex 2: FCDP Theory of Change and evaluation focus area of inquiry



Source: FCDP Monitoring and Evaluation and Learning Framework, 2014. Focus areas adapted for evaluation – see table below for further details.

Evaluation focus area of inquiry

Evaluation focus area of inquiry	Sub area	Key evaluation question	Data methods
A. Context	Risk management Adaptation	(2.iv) Has FCDP sufficiently identified and managed social, political, economic and environmental risks? (4.iv) Was FCDP adaptive to changes to the local economic, social and political context during its lifetime?	Online survey Semi structured interviews Focus Group / Talanoa and field observations
B. FCDP management	Contractor model Grants management Capacity building Efficiency PEC Collaboration M&E	(1.i.) Is the managing contractor model the most effective way to deliver FCDP's objectives? (1.ii.) How effectively has FCDP used the existing knowledge and expertise of target communities and CSOs to deliver its objectives? (2.) To what extent has FCDP delivered its objectives in a cost effective way? (2.i) Are the Program's governance and implementation arrangements appropriate and proportionate to the outcomes sought? (2.ii) How has FCDP leveraged support provided by other DFAT programs, other donors, the Fijian government and the private sector to achieve program objectives? (2.iii) How has FCDP's monitoring, evaluation and learning arrangements affected the quality of outputs delivered and outcomes achieved?	Online survey Semi structured interviews Focus Group / Talanoa and field observations
C. Objective 1	Effects (intended, unintended, positive, negative) Sustainability Relevance	(1). To what extent has FCDP mitigated the social and economic hardship faced by poor, vulnerable and excluded communities in Fiji , and strengthened CSOs capacity to deliver relevant and efficient programs in these targeted communities? <i>(3.iii) What evidence exists to suggest that there is ownership of the results amongst program stakeholders, particularly amongst community beneficiaries and CSOs?</i> (4.i) Has FCDP responded to the identified needs of target communities, particularly the poor, disadvantaged and vulnerable?	Online survey Semi structured interviews Focus Group / Talanoa and field observations
D. Objective 2	Effects (intended,	(1). To what extent has FCDP mitigated the social and economic hardship faced by poor, vulnerable and excluded communities in Fiji, and strengthened CSOs capacity to	Online survey Semi structured interviews

	unintended, positive, negative) Sustainability Relevance	deliver relevant and efficient programs in these targeted communities? <i>(3.iii) What evidence exists to suggest that there is ownership of the results amongst program stakeholders, particularly amongst community beneficiaries and CSOs?</i> (4.ii) Has FCDP met the needs of CSOs in Fiji and provided effective and targeted capacity strengthening support that meets these needs?	Focus Group / Talanoa and field observations
E. Goal	Causal inference Effects (intended, unintended, positive, negative) Relevance	(3). What impacts (intended, unintended, positive and negative) has FCDP had and how sustainable are these? (3.i) What impact has FCDP made in delivering social and economic benefits to the people of Fiji? (3.ii) What impact has FCDP made in strengthening civil society organisations in Fiji? (4.iii) How relevant was FCDP to the Fiji Government's efforts to increasing economic growth and reducing poverty in Fiji?	Online survey Semi structured interviews Focus Group / Talanoa and field observations
F. Social inclusion	Gender equality Disability Child protection Disaster risk management	(5) To what extent has FCDP made a difference in gender equality and disability inclusion; child protection and disaster risk management? (5.i) What are the results of FCDP's approach to gender equality and disability inclusion, child protection and disaster risk management? (5.ii) How has FCDP effectively influenced stakeholders', including beneficiaries', priorities and approaches to these issues? (5.iii) Were sufficient resources and technical expertise allocated to implement appropriate strategies that are responsive to the different and individual needs of target beneficiaries?	Online survey Semi structured interviews Focus Group / Talanoa and field observations

Annex 3: Stakeholder groups and sampling strategy

Stakeholder Group	Sampling Strategy	Relevance to 'evaluation focus area of inquiry'
Civil society organization	<p>Include all CSOs who engaged with FCDP to complete online survey</p> <p>Use criteria to inform representative sample within and across field office for semi structured interview (3-5 interviews per field office)</p> <ul style="list-style-type: none"> • Type of FCDP grant¹⁰ • Theme of FCDP grant¹¹ • Size of FCDP grant¹² • Type of CSO¹³ <p>Invite all CSOs for FGD / workshop at each field office to maximise opportunity to participate, capture range of experiences, identify needs and recommendations for future support to Fiji civil society sector</p>	<p>Goal</p> <p>Program Objective 1</p> <p>Program Objective 2</p> <p>FCDP management</p>
Communities	<p>Use criteria for CSOs to select sample of communities for community meetings (3-5 community meetings per field office – depending on travel logistics once shortlist as been prepared)</p> <ul style="list-style-type: none"> • Ensure participation of women; youth (over 18) and people living with disability as part of consultations • Consider location and ensure appropriate logistics recognizing time constraints for the evaluation • Does not include participation of children which will require additional ethics approval 	<p>Goal</p> <p>Program Objective 1</p> <p>Program Objective 2</p> <p>FCDP management</p>

¹⁰ Core funding; Round 1; CAP – Profiling; CAP – CDP; CAP – Projects; CAP 2 – CB; CAP 2 –Projects; CB - Round 1; CB - Round 1-extension; Cyclone Evan; TC Winston; TC Winston – extension; Round 1-extension; Round 2; Unclassified CB grants; Unclassified Emergency Response grants

¹¹ Health; Community Development Planning; Food Security; Livelihoods; Environment, Climate Change Adaptation & Disaster Response; Other

¹² Grants <10,000; Grants > 10,000 and < 50,000; Grants > 50,000 and <150,000; Grants >150,000 and < 500,00; Grants >500,000 and < 1,500,00

¹³ INGO; CSO; CBO; FBO

Stakeholder Group	Sampling Strategy	Relevance to 'evaluation focus area of inquiry'
FCDP	Invite senior FCDP staff for FGD to enable depth of learning Invite FCDP staff for FGD to maximize opportunity for participation	Goal Program Objective 1 Program Objective 2 FCDP management
PEC	Invite all members (not DFAT and FGDP) to maximize learning and assessment from eminent Fijian community	Goal Program Objective 1 Program Objective 2 FCDP management
DFAT	Invite relevant staff for FGD to maximize opportunity for learning and participation	Goal Program Objective 1 Program Objective 2 FCDP management
<ul style="list-style-type: none"> • External stakeholders 	Prioritise key stakeholders for maximum learning in relation to broader social, political, economic and environmental context of FCDP and future support to the Fiji civil society sector: <ul style="list-style-type: none"> • Donors - MFAT; EU • Fiji civil society sector – FCOSS; Fiji Program Support Facility; Pacific Women Support Unit • Government of Fiji - Ministry of Rural and Maritime Development and Natural Disaster Management; Ministry of Women, Children and Poverty Alleviation; and Ministry of Economy and National Planning • Regional Agencies – SPC; PIFs • Other relevant programs – PRRP, 	Goal Program Objective 1 Program Objective 2 FCDP management

A document review including an analysis of the FCDP ‘Master Information Sheet’ was used to extrapolate data sets that will inform sample the sample, and define specific locations for consultations. Specific sample parameters showing from an initial analysis of the master sheet include:

- Thematic focus of grants and how these mitigated the social and economic hardships of remote and vulnerable communities
- Community beneficiaries by division and their perspectives on delivery
- Perspectives on delivery by CSO type
- CSOs, FBO/CBO and INGO perspectives on the grant mechanism, its administration and delivery
- Types of grants that were made available, framing sustainability in this context and lessons for grant facilities
- Inclusivity
- Stakeholder perspectives on delivery, leverage and synergy with national interest.

Description of Grantees	Number of Organizations
Civil Society Organizations	29
FBO/CBO	12
INGO	3
Total Organizations	44

Grants to CSOs	106
Grants to FBOs and CBOs	33
Grants to INGOS	7
Total grants disbursed	146

	Region		
	North	West	Suva

CSOs by Head offices	8	4	18
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Grant Types	Grant Ranges \$						Total Number of Grants
	< 1000	1000 - 10,000	10,000 - 50,000	50,000 - 100,000	100,000 - 500,000	>500,000	
Core				5	4		9
TC Evan		2	3	1	2		8
Round 1				2	16	1	19
CB Round 1		1	3	2			6
Extensions			4	5	5		14
CAP Profiling	7	9					16
CAP - CDP	5	10					15
CAP Projects	2	8	11			1	22
Unclassified CB Grants		4	3				7
CAP 2 CB		2	3	2			7
CAP 2 Projects				5			5

TC Winstons			4	3	8		15
Unclassified Emergency Grants			1	1		1	3
	14	36	32	26	35	3	146

	Health	Environment, CC, DR	Livelihoods & Food Security	CDP	Total
Grants by Thematic Area - CSOs	43	24	16	23	106
Grants by Thematic Area - FBOs/CBOs	6	9	4	14	33
Grants by Thematic Area to INGOs		5		2	7
	49	38	20	39	146

	Core Funding (2012)	TC Evan	Round 1 (2013 - 2014)	CB Round 1 (2013)	Extensions to Round 1 (2014 - 2015)	CAP Profiling (2014)	CAP - CDP (2014)	CAP Projects (2015 - 2016)	Unclassified CB Grants (2015 - 2016)	CAP2 CB (2015 - 2016)	CAP 2 Projects	TC Winston (2016)	Unclassified Emergency Grants (2012 - 2017)	Total Grants
Cakaudrove Provincial Youth Council						1	1	3						5
Catholic Womens League						1	1	2				1		5
Chirstian Citizen and Social Services						1	1	1						3

Citizens Consittutiona l Forum						1	1	2		1	1			6
Community Centred Conservation (Fiji) Limited						1	1	1						3
Community Support Network			1		1	1	1							4
Empower Pacific	1	1	1	1	1				2			3		10
Fiji Alliance for Mental Health									1					1
Fiji Girl Guides Association						1	1	2						4
Fiji Network Plus (FJN+)	1		1											2
Fiji Red Cross Society										1			1	2
FRIEND	1	1										1	1	4
Fiji Society for the Blind (FSB)			1		1				2					4
Habitat for Humanity Fiji			1		1	1	1	2		1		3		10
Lifeline Fiji									1			1		2
Live Learn	1		1		1									3
Malevu Trust			1											1

Medical Services Pacific			1		1									2
Navaki Women's Club - Tukavesi Women's Club						1	1	1						3
Northern Charity Alliance		1												1
Northern Christian Training Centre				1										1
Northern Multiracial Community initiatives						1	1							2
Partners in Community Development (Fiji)	1		2	1	1					1	2			8
Peoples Community Netwrok		1												1
Project Heaven Trust	1		1		1									3
Psychiatric Survivors Association				1										1
Ra Narri Perishad						1	1	2						4
Ramkrishna Mission Clinic/Nurser Y			1									2	1	4
Rotary Pacific Water for Life Foundation		1	1						1					3

Save the Children	1	1	1		1	1	1	1		1	1	1		10
Sevashram Sengha		1										1		2
Shree Saraswati Ramayan Mandall	1	1	1											3
Tei Tei Taveuni			1											1
The Good Neighbour International			1		1	1	1	1						5
Transcend Oceanic												1		1
USP				1										1
Vanua Levu Associaion of NGOs						1	1	3						5
Veiseisei Sai Health Centre			1		3					1				5
Western Disabled Person's Associate				1										1
Wildlife Conservation Society						1					1			2
Women's Action for Change	1													1
WWF			1		1					1		1		4
Youth with a Mission						1	1	1						3

	9	8	19	6	14	16	15	22	7	7	5	15	3	146
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Annex 4: Key FCDP Program documentation for document review

- FCDP Reports: six monthly progress reports and annual reports from 2012-16; Program Completion Report; Targets Report 2015; Targets Report 2017
- FCDP in-depth studies reports: Livelihoods, Health, Food Security
- FCDP strategies: Gender Equity and Social Inclusion; Communications; Capacity Building
- FCDP Monitoring, Evaluation and Learning Framework
- FCDP Annual Work plans: 2012/13; 2013/14; 2014/15; 2015/16; 2016/17
- FCDP Grants Manuals
- FCDP Design Document
- DFAT's Civil Society Engagement Strategy
- Draft Program completion report
- Draft end of Program achievements report

Annex 5: Evaluation Schedule

See attached excel sheet.

Detailed scheduling with stakeholders and logistics for CSO and community based consultations (in field) will be carried out following confirmation of the Evaluation Plan and defined sampling of CSO and communities (informed by criteria set out in Plan) in consultation with DFAT and FCDP.

Annex 6: Data collection tools and link to key evaluation questions

Online CSO Survey

Note:

- This survey will be uploaded into survey monkey and invite sent to all CSOs who participated in FCDP (whole life of the project)
- Introduction including ethics and informed consent will be included at start of the survey
- Questions will be pre-tested to ensure language is appropriate to variety of CSOs.

Demographics of respondent / CSO¹⁴

Sex of survey respondent

Male

Female

Survey respondent living with disability

Yes

No

Type of CSO

CSO

FBO

CBO

INGO

Year CSO established

Please insert

Main sector / focus of your organisation

Please insert

Number of paid staff in your CSO

Less than 5

Less than 10

More than 10

More than 20

¹⁴ Please note that sub headings will be removed in final survey but provide reference and cross check to ensure that survey questions respond to focus areas of inquiry and key evaluation questions. Specific link to evaluation questions will also be removed in final version.

Does your organisation work with poor, vulnerable or excluded communities? Please tick (as appropriate more than 1)

Women

People living with disability

Other – please record

FCDP field office your CSO worked with

Suva

Lautoka

Labasa

Type of engagement in FCDP

Note: please select ALL different engagements with FCDP (you can tick more than 1)

Core funding

December 2012 - 1st round of call for grant proposals in

December 2012 - 1st round of call for capacity building proposals in

DATE TO BE CLARIFIED WITH FCDP - Extension of support for Round 1

DATE TO BE CLARIFIED WITH FCDP - Extension of CB - Round 1 project

March 2014 - 2nd round of call for grant proposals

2014 - Community Action Program - community profiling activity field visit grants

2014 - Community Action Program - community development planning activity grants

2014 - Community Action Program - community project grants

2015 - Community Action Program 2 - Training and practical exercise on community profiling and community development planning.

2015 - Community Action Program 2 - Community Project Grants

DATE TO BE CLARIFIED WITH FCDP - Disaster relief grants for populations affected by Cyclone Evans/ Also applies to grants involving micro-nurseries

DATE TO BE CLARIFIED WITH FCDP - TC Winston

DATE TO BE CLARIFIED WITH FCDP - TC Winston - extension

DATE TO BE CLARIFIED WITH FCDP - CB grants not linked to any CB funding rounds

DATE TO BE CLARIFIED WITH FCDP - Grants not linked to any disaster relief grants

Goal

1. Through the work of my CSO, FCDP has delivered social and economic benefits to communities - i - 3.i.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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If you agree or strongly agree...

2. Results of social and economic benefits through the work of my CSO (and FCDP) are owned and will be sustained by community - 3.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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3. Through the work of my CSO, FCDP has reduced hardship (social / economic) faced by poor, vulnerable and excluded. - 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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CSO capacity strengthening

4. FCDP understood the capacity strengthening needs in my CSO. - 4.ii.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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5. FCDP has met the needs of capacity strengthening in my CSO. - 4.ii.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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6. The delivery of the capacity strengthening was useful and relevant to my CSO. - 4.ii.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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7. FCDP has strengthened my CSO capacity to deliver relevant, efficient programs in communities in Fiji. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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8. FCDP has strengthened my CSO capacity to identify and respond to needs in community. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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9. FCDP has strengthened my CSO capacity to access funds / grants. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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10. FCDP has strengthened my CSO capacity to coordinate and link with other CSOs and government. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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11. FCDP has strengthened my CSO capacity in financial management. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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12. FCDP has strengthened my CSO capacity in monitoring and evaluation. – 1.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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13. The outcomes of capacity strengthening initiatives have been sustained in my organisation. 3.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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FCDP Management

14. FCDP has used the existing knowledge and expertise of communities and my CSO to strengthen CSOs and deliver social and economic benefits to the people of Fiji - 1.ii.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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15. FCDP's monitoring, evaluation and learning activities helped to strengthen my CSO - 2.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Gender equality

16. FCDP provided support to help my CSO to include gender equality as part of our work. 5.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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17. Gender equality has been an outcome of grants supported by FCDP. 5.i

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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18. Consideration of gender equality is now owned and will be sustained by the community. 5.ii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Disability inclusion

19. FCDP provided support to help my CSO to include disability inclusion as part of our work. 5.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Disagree

20. Disability inclusion has been an outcome of grants supported by FCDP. 5.i

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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21. Consideration disability inclusion is now owned and will be sustained by the community. 5.ii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Child protection

22. FCDP provided support to help my CSO to deal with child protection issues. 5.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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23. My CSO now has improved child protection practice as an outcome of grants supported by FCDP. 5.i

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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24. Consideration of child protection is now owned and will be sustained by the community. 5.ii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Disaster risk management

25. Is your CSO involved in disaster risk management activities?

Yes

No

26. FCDP provided sufficient support to help my CSO to consider integration of disaster risk management as part of our work. 5.iii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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27. Disaster risk management has been an outcome of grants supported by FCDP. 5.i

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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28. Consideration of disaster risk management is now owned and will be sustained by the community. 5.ii

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
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Semi structured interview guide

Note:

Interview guide questions will be pre-tested to ensure that questions are appropriate to local contexts

Introduction including ethics and informed consent will be included at start of the survey

Introduction will establish extent of involvement of stakeholder [group] in FCDP

** denotes wording to be used in community. Rather than describe FCDP specific grant (name of project) will be used to guide questions in community)*

Question	Stakeholder				Area of Inquiry / Key evaluation question
	CSO	Community	FCDP / PEC	External stakeholders	
To start – briefly in your own words how would you describe ‘FCDP’?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Goal					
Briefly – what has been your experience / involvement of FCDP?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
What do you think has been the greatest impacts achieved from FCDP? Please provide examples		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.
How did FCDP achieve this? <i>* How did your community / work of CSO achieve this?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.
Do you think the FCDP has delivered social and economic benefits to the people of Fiji? <i>* Do you think the grant that has supported activities in your community has delivered social and economic</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.i / 1.

<i>benefits?</i> What is evidence of this? In what ways do you see this being done? / How do you think FCDP creates these changes? <i>* In what ways do you see this being done? / How do you think the grant helped to achieve this?</i>					
Do you think the changes you described will be sustained over the longer term –the benefits will continue? If yes – how? If no – why not?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.iii
Do you think there have been any negative effects from FCDP relating to social and economic benefits to the people of Fiji?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.
Do you think the FCDP has strengthened civil society organisations in Fiji? <i>* Do you think there is a difference between how the CSO has worked in your community with the FCDP grant compared to other grants?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.ii / 1.
What is evidence of this? In what ways do you see this being done? / How do you think FCDP / the grant created these changes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.ii
Do you think the changes you described will be sustained over the longer term – the benefits will continue? If yes – how? If no – why not?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.iii
Do you think there have been any negative effects from FCDP relating to strengthening civil society organisations in Fiji?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.

Objective 1					
Who would you describe as vulnerable and excluded communities in Fiji? <i>* Who do you think are the vulnerable or excluded in your community?</i>					
Why do you think these individuals / groups are vulnerable / excluded?					
Do you think the work of CSOs through FCDP has improved the lives of the individuals / groups you just described? <i>* Do you think the grant supported by CSO/FCDP has improved the lives for the people you just described?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.i / 1.
What do you see as priority issues / best strategy for addressing social and economic hardship of poor, vulnerable and excluded communities in Fiji now and into the future? <i>* What do you see as priority issues / best strategy for addressing social and economic hardship of poor, vulnerable and excluded people in your community now and into the future?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.i
Did the grants supported by FCDP address the needs in community, especially for poor and disadvantaged? <i>* Were you able to identify your needs through the FCDP grant?</i> <i>* Did your community project address the needs in the community, especially for poor and disadvantaged?</i> If yes – how? If not – why not?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.i
1.1.1.1.1.1 <i>* Do you think the CSO working in your community has added value and contributed to positive change in your community?</i> <i>If yes – how?</i> <i>If no – why not?</i>		<input type="checkbox"/>			3.ii

Thinking about the future, how can your CSO improve its' work in community? * Thinking about the future, how can CSOs who work in your community improve?					
* Did the grants supported by FCDP build on the existing knowledge in your organisation / * <i>in your</i> community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1.ii
Do you think FCDP has supported government of Fiji goal to increase economic growth and reduce poverty If yes – how? If no – why not?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.iii
Objective 2					
In the past or present, has your CSO accessed grants from others (donor/government), how would you compare this support to FCDP? What makes FCDP better / worse compared to others providing grants?	<input type="checkbox"/>				1.i.
In the past or present, have you accessed capacity development support from others (donor/government), how would you compare this support to FCDP?	<input type="checkbox"/>				
What participation did you have in different initiatives of FCDP? Please describe briefly the different initiatives How would you compare these? Which were good – why? Which were not so good – why?	<input type="checkbox"/>				3.ii
Did the capacity development support build on what you already knew? If yes, how? If no, how not?	<input type="checkbox"/>				1.ii

Did the capacity development address your organisational needs? If yes, how? If no, how not?	<input type="checkbox"/>				4.ii
Are there still organisational development gaps in your CSO/FBO? What are these? Why were they not addressed to date / by FCDP?	<input type="checkbox"/>				4.ii
Is your CSO engaging with government, private sector, other CSOs - partnering / accessing funds? If yes – how? If no – why not?	<input type="checkbox"/>				3.ii
Did FCDP support you to better engage with these other groups? If yes – how? If no – why not?	<input type="checkbox"/>				3.ii
What more does your organisation need to engage with government, private sector, other CSOs?	<input type="checkbox"/>				4.ii
Are there any things you learnt from FCDP that you are including in other parts of your CSO work or sharing with other CSOs or communities? Eg community profiling, community mapping, needs assessment, determining priorities, M&E	<input type="checkbox"/>				3.iii
Context					
Are there any risks that FCDP has had to manage during its implementation? If yes what were they? How well do you think these were managed by FCDP? Provide examples of management.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	2.iv

Do you think FCDP has been responsive to changes in Fiji since it started in 2012? If yes – what changes did it respond to and how? If not – what changes did it not respond to?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	4.iv
FCDP Management					
Has the governance structure of FCDP supported it to achieve its objectives? If yes – how? If not – why not?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	2.i
Have the monitoring and evaluation activities of FCDP supported it to achieve its objectives? * Have the monitoring and evaluation activities linked with the FCDP grant supported your CSO to achieve its objective? If yes – how? If not – why not?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	2.iii
Do you think FCDP has connected with others to support civil society in Fiji, (ie FCOSS, GoF, other donors, private sector, CROP Agencies or UN Agencies)? If yes – how? If not – why not?	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	2.ii
What has been the role of FCDP field offices? Have they been effective? If yes – how? If not – why not?					
Social inclusion					

<p>How was gender equality, disability inclusion, child protection and disaster risk management woven into the FCDP – CSO capacity building / grant planning and implementation?</p> <p>Please provide example of how this was done (protocols / checks).</p> <p>Do you think CSO have taken on these considerations / do you think this will continue?</p> <p>Do you think communities have taken on these considerations / do you think this will continue?</p>			☐	☐	5. i. ii. lii
<p>What is your understanding of gender equality?</p> <p>Did you learn anything from FCDP to help support gender equality? If yes – what did you learn?</p> <p>Do you think efforts will continue (in your CSO / * in your community) to support gender equality</p> <p>If yes how?</p> <p>If no why not?</p>	☐	☐			5. i. ii. lii
<p>What is your understanding of disability inclusion?</p> <p>Did you learn anything from FCDP to help support disability inclusion? If yes – what did you learn?</p> <p>Do you think efforts will continue (in your CSO / * in your community) to support disability inclusion</p> <p>If yes how?</p> <p>If no why not?</p>					
<p>What is your understanding of child protection – in your own words?</p> <p>What happens if there is a child protection issue / (in communities where your CSO works / * in your community)</p> <p>Did you learn anything from FCDP to help you to manage child protection? If yes – what did you learn?</p> <p>Do you think efforts will continue (in your CSO / * in your community) to support child protection</p> <p>If yes how?</p>	☐	☐			5. i. ii. lii

If no why not?					
What is your understanding of disaster risk management – in your own words? Did you learn anything from FCDP to help consider disaster risk management? If yes – what did you learn? Do you think efforts will continue (in your CSO / * in your community) to ensure disaster risk management If yes how? If no why not?	<input type="checkbox"/>	<input type="checkbox"/>			5. i. ii. lii
Recommendations for the future					
If you had the ‘super’ power to design a program with objectives like FCDP – strengthening civil society to then deliver social and economic benefits to the people of Fiji – what do you think would be the best approach / strategy to take? Think about implementing model – managing contractor model or something else? Governance model – PEC or something else? Role of donors / government / CSO / community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	