



Final Report

**Review of the
Commonwealth Local Government Forum**

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30 June 2014

Final Report for the Review of the Commonwealth Local Government Forum

Commissioned by the New Zealand Ministry of Foreign Affairs and Trade for the New Zealand Aid Programme

30 June 2014

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Date	30 June 2014
Status	Final
Approved by	
Approval date	

Glossary of Acronyms

The following acronyms are used in this report.

Acronym	Description
ACELG	Australian Centre of Excellence for Local Government
AusAID	Australian Agency for International Development
ALGA	Australian Local Government Association
AU	Auckland University
AVI	Australian Volunteers International
CLGF	Commonwealth Local Government Forum
CLGGPS	Commonwealth Local Government Good Practice Scheme
ComSec	Commonwealth Secretariat
DFAT	Australian Ministry of Foreign Affairs and Trade now responsible for overseas Development Assistance
FSPI	Foundation of the Peoples of the South Pacific International
GFC	Global Financial Crisis
GPS	Good Practice Scheme, programme of combined technical assistance, mentoring and twinning of cities and local entities between Australia and local authorities in Papua New Guinea
HCC	Honiara City Council
IWDA	International Women's Development Agency
KPMG	Klynveld Peat Marwick Goerdeler (Auditors)
LED	Local Economic Development
LEL	Local Elected Leadership Development
LG	Local Government
LGMA	Local Government Managers Australia
LGNZ	Local Government New Zealand
LGTI	Local Government Training Institute
LGT-NZ	Local Government Training, New Zealand
M&E	Monitoring and Evaluation
MFAT	New Zealand Ministry of Foreign Affairs and Trade
MoU	Memorandum of Understanding

Acronym	Description
NZAid	New Zealand Aid Programme
PG	Provincial Government
PICs	Pacific Island Countries
PIFS	Pacific Islands Forum Secretariat
PLGF	Pacific Local Government Forum, Port Moresby 19-23 May 2014
PLP	Pacific Leadership Program (AusAID)
PNG	Papua New Guinea
PNGULLGA	Papua New Guinea Urban Local Level Government Association
PUA	Pacific Urban Agenda
SIS	Small Island States
SPC	Secretariat of the Pacific Community
TA	Technical Assistance
TAP	Technical Advisory Panel
ToT	Training of Trainers
UNDEF	United Nations Democracy Fund
UNDP- PC	United Nations Development Programme – Pacific Centre
UNESCAP	(EPOC) United Nations Economic Commission for Asia and the Pacific (Pacific Operations Centre)
UN-Habitat	United Nations Human Settlements Programme
UNIFEM	United National Development Fund for Women
UNISDR	United Nations International Strategy for Disaster Reduction
USP	The University of the South Pacific
UTS	University of Technology, Sydney
VIDA	Volunteers for International Development from Australia

Abstract

The Commonwealth Local Government Forum Pacific Programme (CLGF Pacific) is a regional programme supporting decentralisation and advocating for local government in Commonwealth countries. The second phase of the CLGF Pacific programme has been funded by the New Zealand Aid Programme since 2011. The CLGF Pacific programme works with nine member countries in the Pacific to strengthen local democracy, institutions, and local government service delivery capability.

CLGF Pacific undertakes its programme work by focusing its efforts in six key focus areas of advocacy; institution structures and policies; institution strengthening; urban management; knowledge and research; and programme governance and management.

An independent mid-term Review of the CLGF Pacific, based on document review, interviews, survey, and direct observation found that there are several flagship aspects of the programme including advocacy and relationship building. It is the only organisation devoted to local government in the Pacific and possesses a unique and extensive network of advocates for local government. Due to its involvement, the profile of Pacific government is high on the political agenda.

The CLGF Pacific programme is achieving technical results with improving local government structures and policies by supporting changes to by laws and regulations. The role of women in leadership is being raised by participants from CLGF Pacific activities. It is enhancing institutions through training and strategic planning which has led to increased voter registration and increased rating revenue generation.

Efforts to address urban management, and knowledge and research need to match the excellent progress shown in advocacy, institutions and structures, institution strengthening, and programme governance and management.

The CLGF Pacific programme is well governed and managed, and activities addressing gender and human rights have been mainstreamed with success. The CLGF Pacific programme continues to be relevant, effective, efficient, and sustainable. The CLGF Pacific is achieving its results in most areas, but should consider a more strategic approach to align with New Zealand Aid Programme Objectives as well as align with member country strategies to enhance and sustain results. It should also consider additional projects in Papua New Guinea and Bougainville to meet demand without neglecting the smaller member states.

The Review team recommends continued funding of the CLGFP programme, a slight increase in staffing and the use of an integrated results-based, planning, managing, monitoring, and evaluation approach.

Executive Summary

This report provides evidence of progress towards results and assesses the relevancy, effectiveness, efficiency and sustainability of CLGF's work with local governments and its ability to deliver results. The report will also assist MFAT on future funding decisions regarding CLGF Pacific, and to assist the programme to deliver the remainder of its five year programme.

Background and context of the Activity

The Commonwealth Local Government Forum (CLGF), established in 1994, is the official Commonwealth organisation representing local government and supports decentralisation in Commonwealth countries from central to local government. CLGF Pacific works with local, national, and regional stakeholders in nine Pacific Island Commonwealth Countries to strengthen local democracy, institutions, and service delivery capacity of local governments. CLGF supports networking, sharing of information, and programmes between its members and in partnership with Australia and New Zealand.

New Zealand has supported the second phase of CLGF since 2011 as the Pacific nations wanted the programme to continue on from phase one. CLGF Pacific undertakes its programme work by focusing its efforts in six Key Focus Areas (KFA) of advocacy; institution structures and policies; institution strengthening; urban management; knowledge and research; and programme governance and management. The programme aims are to build more resilient, inclusive, and vibrant communities by advocacy and support for local government.

Purpose and methodology and review

The Review of CLGF Pacific incorporated a mixed method research design, ensuring that reliable information was gathered from multiple sources. The Review was informed by key stakeholders from CLGF, local and national governments, donors, and partnering organisations. Coverage was achieved by attendance at the Pacific Local Government Forum (PLGF) in Port Moresby and a visit to the CLGF secretariat in Fiji. The data collection methods included document scan, development of a results-focused model, key stakeholder interviews, observations and stakeholder survey.

Key findings and conclusions

CLGF Pacific has an established programme of activities for 2014 which address all KFAs. CLGF Pacific continues to be engaged in a full programme of activities which are aligned to outputs and outcomes in the programme design documents and funding agreement. CLGF Pacific has maintained momentum in the areas of advocacy, institution structures and systems, and institutional strengthening. There is a growing demand for services and support from CLGF. The CLGF office confirmed that across-the-board there is a portfolio of nearly NZD 4 million in project requests for a budget available of approximately NZ \$ 1.3 million.

CLGF Pacific has made notable progress in achieving outputs across most components and is having stand out results in advocacy; structures, systems and policies; institutional strengthening; and gender. Overall, 72% of output indicators for the programme have been achieved and this is on track to increase.

Progress towards outcomes is being reported and the Review team found evidence of some outcomes being achieved. The partner countries reported that they are using the learnings, and institutionalising the programmes and projects undertaken with CLGF Pacific. Examples of where this was evident include local government associations, urban waste management and revenue structures.

However, it was difficult to systematically ascertain the coverage and reach of outcomes achieved due to the diverse scope within this Review and that the measurement and reporting by CLGF Pacific predominantly focuses on measuring outputs. It is recommended that a greater focus on achieving and measuring outcomes is applied across the programme.

The key findings are highlighted under the Key Focus Areas and progress assessed using DAC criteria of relevance, effectiveness, efficiency and sustainability.

Advocacy and relationships – flagship results area

The CLGF Pacific has established a network of relationships based on trust and common interest. The Commonwealth 'brand' is warmly regarded and is unique in the region. The PLGF held in May 2014 in Port Moresby remains a major element in the CLGFP programme calendar. The most recent PLGF attracted more than double the delegates than two years previously in Honiara. There was a sense of continuity of attendees at the PLGF coupled with new participants revealing that the efforts to weave a network of local government practitioners, national agencies responsible for local government and representatives from NGO's multilateral donors and partners, academics and others is bearing fruit. As a networking event, the PLGF attracted high profile political figures, with two Prime Ministers, two Deputy Prime Ministers and many Mayors, Permanent Secretaries and Secretaries of Ministries devoted to local and/or provincial government from across the Pacific. However, within this focus area, the Regional and Papua New Guinea Good Practice Scheme was discontinued as funding for this was withdrawn by the Australian government later in 2013. It is recommended this scheme is reinstated and / or supported by MFAT in a tailored support format and extended to other locations. This development approach was highly valued by Pacific stakeholders due to its longer term relational approach with technical advice and capability building support.

Institution structures and policies - emerging flagship results areas

There are several programme activities in the Cook Islands, Kiribati, Samoa, Solomon Islands, Tuvalu, Vanuatu, and on a regional level which are directed at enhancing local government structures, systems, and policies at provincial, village or island levels. Many countries have integrated CLGF Pacific training and ongoing support into their own programmes, for example the increased national support of local government associations in Vanuatu and the national ownership of the changes to by-laws in Samoa. As improvements in local government structures, systems and policies are embedded, the benefits in planning, management or the financial benefits of improved revenue collections and improved finances will yield further results.

There has been an increase in number of members seeking assistance in this area indicating an increased recognition of the importance of strategic planning at the local level. However the CLGF Pacific programme is currently unable to respond to the increasing demand in this area within its current operational approach and resourcing. Using a systematic approach, brokering and additional technical inputs will assist CLGF Pacific personnel to extend the coverage and reach in this area.

Institutional strengthening - emerging flagship results areas

Activities include training of leaders, supporting women in leadership roles and enhancing service delivery improvements such as voter registration and revenue generation. Key stakeholders from several localities including Pa Enea (Outer Islands), Cook Islands, Shefa Province, Vanuatu, Port Vila, Vanuatu and Honiara, Solomon Islands confirmed that improvements in institutional structures, and institutional performance resulted from CLGF Pacific activities. Areas cited were improvement in council and provincial finances, improvements in service delivery (waste management), and improved staff capabilities to plan.

Completing and using the collaborative country strategic documents as guiding priorities will assist member countries and CLGF Pacific personnel to provide more targeted support and inputs over a multi-year period. Using a systematic approach and additional technical inputs will also assist CLGF Pacific personnel to extend the coverage and reach in this area

Urban management

Progress in Urban Management is more limited in meeting outcomes. However budgets have increased in this area and some countries where programmes were delayed for various reasons, programmes are now moving forward.

Knowledge and research

The inaugural Pacific Research Roundtable at the PLGF was an important step for the CLGF Pacific and provides a basis for attaining stated outcomes for Knowledge and Research. Nonetheless, CLGF Pacific still needs to explore ways to fill the gap for sharing stories, case studies, best practice, tools and templates useful to the local government community.

Programme governance and management

CLGF Pacific is a well run with a manager respected throughout the region. The continuity of staff in the CLGF Pacific office is a key factor contributing to its effectiveness as an organisation. It is a harmonious collection of capability that seems well balanced, if stretched, and meet most programme demands. However, there may be a tendency to favour programming in Polynesia and Micronesia to the detriment of programming in some Melanesian member countries. CLGF Pacific overall delivers a programme which addresses all KFAs and achieves outcomes in most areas. However the wide scope and follow up could be enhanced by refocusing and increasing brokering and technical inputs and links within countries.

Conclusions- under OECD-DAC criteria

Relevancy: Overall the CLGFP programme remains relevant. This will only increase as Sustainable Development Goals (SDGs) are developed and focus increasingly on local government. CLGF Pacific is the only organisation dedicated to local government in the Pacific and has established an unparalleled network of relations and connections across the Pacific that would be difficult to duplicate. The programme also remains relevant to the New Zealand's Aid Programme and supports New Zealand's strategy for overseas development assistance on both the regional and bi-lateral levels. The political good will generated by New Zealand's funding of this programme resonates very positively with the member countries. New Zealand was repeatedly thanked and acknowledged throughout the Pacific Local Government Forum.

Effectiveness: It takes time to build momentum in a programme and the CLGF Pacific is moving at a sustained pace with a solid and capable team of professionals. A programme of the size and complexity of CLGFP cannot focus on all KFA's at once and activities need to be staged in order to build upon one another and create a synergistic dynamic which makes sense for the country concerned and maximises the chance that outcomes will be achieved in the medium and long term. Programming initiatives also need to take into account that national and local governments have limited capacity to undertake programming activities as well.

Efficiency: CLGF Pacific makes efficient use of the resources provided and ceaselessly seeks to find other funding sources for its projects. Its function as a facilitator working with a wide range of donors and partnering organisations is to be commended. CLGF works to meet its commitments in the most pragmatic and meaningful ways possible. CLGF Pacific organises the biennial Local Government Forum around other meetings (PCCF, TAP, Mayors and Ministers Meeting, the Pacific Research Roundtable, and PiLGAN) to make the most efficient use of resources.

Sustainability: CLGF Pacific is an organisation of its members. Member countries, local and national government officials are as much a part of CLGF Pacific as the secretariat staff. There is a true sense of belonging and community. CLGF Pacific is seeking out funding from other donors in addition to the New Zealand Aid Programme and in all areas seeks additional donor funding to supplement core funding.

Cross-cutting areas of gender and human rights are mainstreamed in all programme areas addressed with notable outcomes for women in leadership roles and human rights. In these cross-cutting areas, CLGF Pacific needs to integrate climate change and other environmental issues into planning at the local level.

Summary of lessons learned and recommendations

The CLGF Pacific is a unique and trusted organisation and possesses a network of relationships and connections second to none. Programme requests from local and national governments outstrip resources and funding by a rate of four to one. This is a sign that local governments, local government associations and national authorities see value and benefit in CLGF Pacific activities that make a difference to them in areas such a strategic planning, leadership training, support for local government associations, improved governance structures, civic and voter education, Local Economic Development (LED) initiatives, capacity building, improved council ratings systems, or climate change initiatives. The content and continuity of CLGF Pacific programming in local government in the Pacific is held by no other organisation.

CLGF Pacific, does have country agreements in place with all member countries and continues to work towards procuring a strategic plan for local government from every member state. However, CLGF Programme does need to undertake future programming from a more strategic point of view. This is one of the main objectives for this phase of the programme. It needs to hold countries and local governments to account for their strategic plans in order to link the activities and outcomes of CLGF Pacific to those of local governments and countries. A clearer line of sight would ensure that programmes are integrated with National Strategic Plans. Finally, activities, outputs and outcomes should be linked to New Zealand Aid Programme outcomes and New Zealand High Commission Country Strategies.

Moreover, while there is a decided commitment on the part of everyone in the CLGF Pacific programme to achieve the KFA outcomes, they recognize that there are areas that need improvement and that focus needs to shift from certain outcome areas to others. This self-awareness and introspection is positive and demonstrates that the CLGF Pacific is a responsive member-focused organisation. An increase in funding and staffing would permit an expansion of useful programme activities. While the CLGF Pacific programme staff seems 'right sized', additional resources for one or two additional full-time staff in the secretariat and the measured use of outside expertise could result in an expanded and more efficient programme of activities leading to achievement of outcomes.

Recommendations

1. The CLGF Pacific programme continue to be fully funded and that consideration is given to increase funding in phase three. The Review team believes that the CLGF Pacific has demonstrated sufficient relevance and performance to justify continued funding for the balance of this phase of the programme and for a follow-on phase with expanded funding to increase effectiveness, efficiency and sustainability.
2. CLGF Pacific needs to pursue with vigour and determination the establishment of country strategies in the field of local government. CLGF Pacific should to bring more focus to the programme by further development of country strategies. Faced with more demand for projects than resources to fulfil requests, a well-designed and documented strategy would assist CLGF Pacific to select those projects and activities which would contribute most directly to meeting the needs of local government and achieve the stated programme outcomes.
3. CLGF Pacific needs to use more outsourced expertise to meet knowledge gaps, supplement staff resources and make more progress on achieving outcomes.
4. Additional staffing should be considered in light of probable admission of Fiji back into the Commonwealth and the need to meet the enormous needs of PNG with more localities than the rest of the Pacific put together.
5. CLGF Pacific needs to focus more attention in the area of Knowledge and Research and mirror its expertise in brokering projects by serving as a clearinghouse for research, case studies and other information relevant to local governments in the region. CLGF Pacific should explore with the Commonwealth Secretariat and CLGF London on how to supplement the existing knowledge hub in partnership with existing e-learning hubs in the development field.
6. Peer-to-Peer or Twinning programmes. The GPS programme was highly appreciated in Papua New Guinea. The programme should be restarted and can serve as a model for a wider Pacific initiative. The long term relationships are particularly important in the Pacific.
7. We recommend that the CLGF Pacific move to the establishment of a results model and associated results measurement table which is more outcomes focused. This will also be useful a useful dialogue, planning and reporting tool for engaging with national governments and partner organisations.

1. Introduction

Evaluation Consult (EC) is pleased to provide the Ministry of Foreign Affairs and Trade (MFAT) with this Review of the Commonwealth Local Government Forum Pacific Programme (CLGF Pacific). This Review details the findings, lessons learned, conclusions, and recommendations for the CLGF Pacific. We outline the approach, methodology, and work plan. The Review team undertook to meet the reporting requirements requested by MFAT for this Review of the CLGF Pacific, as agreed in a telephone inception meeting on 7 May 2014 with the CLGF Pacific Regional Programme Manager in Suva, as well as any limitations encountered.

Evaluation Consult adhered to the work plan outlined in the Evaluation Plan, with minor adjustments. We aligned our Review activities with the Pacific Commonwealth Local Government Forum (PLGF) held from the 19-23 May, 2014 in Port Moresby, under the theme “Pacific Futures: Building our local communities”. The conference brought together over 220 local government leaders and managers from 11 member countries in the region, and offered a unique opportunity to undertake key stakeholder interviews in one location, with meaningful observation, and for face-to-face discussions and stakeholder feedback. In addition, we were able to observe activities taking place in the National Capital District, PNG. We followed-up the conference with a visit to the CLGF Secretariat Office in Suva, Fiji, to meet with CLGF personnel and with the New Zealand High Commission Regional Programme Manager. We followed-up this fieldwork with additional telephone interviews with key stakeholders and with additional analysis of survey results.

1.1. Background and context

The CLGF, established in 1994, is the official Commonwealth organisation representing local government and supporting decentralisation in Commonwealth countries. CLGF Pacific is a member organisation bringing together all local government stakeholders that include local government associations, individual councils including the ministries of local government from the nine member countries¹. CLGF Pacific works with local, national, and regional stakeholders in nine Pacific Island Commonwealth Countries to strengthen local democracy, institutions, and service delivery capacity of local governments. CLGF Pacific supports networking, sharing of information, and programmes between its members and in partnership with Australia and New Zealand. Other partners include: Pacific Island Forum Secretariat (PIFS), United Nations Human Settlements Programme (UN-Habitat), and United Nations Development Programme (UNDP), Foundation of the Peoples of the South Pacific International (FSPI), University of the South Pacific (USP), University of Technology, Sydney (UT_CLGF), Local Government Managers Australia (LGMA), and Local Government New Zealand (LGNZ).

Since 2011, New Zealand has supported the second five-year phase of CLGF Pacific. The regional office is located in Suva and provides support to local governments in the Pacific. The programme aims are to build more resilient, inclusive, and vibrant communities by advocacy and support for local government. CLGF Pacific supports Pacific nations to facilitate development and provide opportunities for participatory decision making to enhance the quality of life for people with limited resources living in changing environments.

1.1.1. Purpose of the review

This Review documents progress towards results and assesses the relevance, effectiveness, efficiency and sustainability of CLGF Pacific’s work with local governments and their ability to deliver results. It is intended to assist MFAT on future funding decisions, and assist CLGF Pacific deliver the remainder of its five year programme. While the Review is taking place at the end of New Zealand’s three year funding arrangement with CLGF Pacific, essentially it is a mid-term review of CLGF Pacific’s five year programme/work plan. The findings and lessons learned could be used by MFAT to recommend changes for the balance of the two years of the work plan and funding for an additional five year programme.

¹ Cook Islands, Kiribati, Marshall Islands, Papua New Guinea (PNG), Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

1.1.2. Scope of the review

The review assesses the relevancy, effectiveness, efficiency, and sustainability of CLGF Pacific programme and its work with local governments to achieve results. The review examines cross-cutting issues including gender, human rights, and the environment. The review team does make recommendations in the review findings. The scope of the review includes CLGF Pacific's work in six Key Focus Areas (KFA):

1. Advocacy and relationships.
2. Local government structures, systems and policies.
3. Local government institutional strengthening.
4. Urban management.
5. Knowledge and research.
6. Programme governance and management.

CLGF Pacific's approach in the second phase of five year programme is the development of individual country strategies that guide CLGF Pacific's work in each member country. Other programme features include: engaging local government ministers as key advocates, an increased focus on strengthening national local government departments, increased focus on professionalising and formalising CLGF Pacific's existing programmes, increased support for pilot projects that facilitate investment in local infrastructure and economic development priorities, expanded technical exchange programmes through the Commonwealth Local Government Good Practice Scheme, establishment of an online knowledge and resource centre for local government, and building CLGF Pacific's profile in the region to ensure strong and continued support.

1.1.3. Objectives and review questions

The main objectives of this Review were to examine progress and assess the relevance, effectiveness, efficiency, and sustainability of CLGF Pacific in contributing to the objectives in KFAs cited above.

The questions below sought to assess progress in meeting the objectives in the 2014 CLGF Pacific Indicative Programme (Work Plan).

The Review team assessed the CLGF Pacific's progress and performance based on the current work plan of the CLGF Pacific, as well as using as the Monitoring and Evaluation Framework as a guide. On this basis, the Review team developed a results model which was a useful dialogue tool for framing the review questions according to the following criteria.

1. **Relevancy:** To examine the relevancy of the programme for the context and need.
2. **Effectiveness:** To assess the extent of programme outputs and outcomes and any unintended results.
3. **Efficiency:** To assess programme performance.
4. **Sustainability objective:** To examine the ownership and sustainability of the results and activities.
5. **Lessons learned:** To identify lessons learned for the programme stakeholders and use in decision-making.

The Review questions were structured under the five objectives. All questions in the Terms of Reference were included as well as additional questions to establish what has been achieved and the unintended results.

Refer to Appendix G for a table of the review questions.

2. Approach and methodology

This section contains an overview of the approach and methodology for the review. The methodology is outlined in more detail in Appendix C.

2.1. Approach and methodology

This Review incorporated a mixed method research design, ensuring that reliable information was gathered from multiple sources, and was informed by CLGF Pacific stakeholders, local governments, national government officials, MFAT, and other stakeholders. A document review was conducted, and a results model was designed.

This methodological approach was results-focused, collaborative, and participatory. As part of our collaborative approach, we aligned our review activities prior to and alongside the PLGF in Port Moresby, Papua New Guinea 19-23 May 2014. This provided a good opportunity to gather information from multiple stakeholders at a given point of time in one place, and to provide an avenue for further discussion with key stakeholders to gather information.

One member of the Review team visited the CLGF Pacific regional office in Suva after the PLGF. This permitted observations at the local level and in depth interviews with CLGF programme staff.

To gather relevant information to assess the relevancy, effectiveness, efficiency, and sustainability of the CLGF Pacific programme, a set of review questions was developed (refer Appendix G) for the Evaluation Plan. and Field Work Plan.

2.1.1. Document scan

A preliminary scan of existing documentation to understand the current context and to gain an initial assessment of the CLGF programme was undertaken. This included, planning documentation, budgets, and reporting, (e.g. indicators, baselines, and targets) of the programme. A full list of documents consulted and sources of information can be found in Appendix A).

2.1.2. Development of results model

Upon completing a scan of existing documentation, the review team developed a results model to use as the Review framework outlining the key activities, inputs, outputs, and outcomes of the CLGF programme. It incorporates information that currently exists from the CLGF Strategic Framework (2011-2015), the CLGF Work plan (2014), and the CLGFP Monitoring and Evaluation Framework 2013. This was used to guide the Review.

The results model aims to provide a clearer line of sight to determine whether key activities and inputs associated with the CLGF Pacific programme are meeting key outcomes. It provided an important foundation and dialogue tool that was discussed with relevant stakeholders. These models are used in this Review to indicate progress towards results.

2.1.3. Key stakeholder interviews

The PLGF provided a unique opportunity to meet multiple stakeholders in one location, enabled the Review team to undertake face-to-face interviews and discussions, and to gain stakeholder feedback. This approach was effective at building stakeholder rapport, creating an open forum for sharing information, and the Review team obtained qualitative information that assisted in answering the Review questions in relation to the relevancy, effectiveness, efficiency, and sustainability of CLGF Pacific programmes.

The Review team aimed to meet with at least one local government representative from each of the participating countries, the CLGF Regional Director, beneficiaries, and other stakeholder groups (e.g. Technical Advisory Panel, academics, NGO's, etc.) as outlined in the Terms of Reference. The list of organisations interviewed can be found in Appendix E. A copy of the Interview Guide is contained in the Evaluation Plan Appendix G.

Key stakeholder interviews followed the following good practice standards:

- To align with good practice and ethical standards, each interviewee was provided with an information sheet outlining the intended review purpose, how the information would be used, and additional contact information should they require further information. In addition, each interviewee completed an informed consent form. These are both contained in the Evaluation Plan (Appendix G).
- Where face-to-face interviews were not possible, telephone interviews were conducted with relevant stakeholders, such as the New Zealand High Commission staff who did not attend the Forum.
- Information sheets were distributed and consent forms obtained from all stakeholders interviewed.
- While conducting face-to-face interviews, two interviewers were present in about 50% of the interviews. Scheduling around the PLGF conference presented challenges, and the review team had to split on some occasions to interview as many stakeholders as possible.
- Reviewers were able to conduct interviews generally with two representatives from each country with one or two exceptions. We feel this gave us a representative sample of those involved in the CLGF programme, and captured the necessary information necessary for the review.

2.1.4. Observations

In addition to the face-to-face interviews and discussions, the Review team attended most of the plenary and break-out sessions at the PLGF. These direct observations complimented information gathered during stakeholder interviews and provided valuable insights into the quality and sustainability of activities and progress of the CLGF Pacific programme (refer to the fieldwork schedule and observation guide contained in the Evaluation Plan in Appendix G).

2.1.5. Stakeholder survey

In addition to the stakeholder interviews, a stakeholder survey (paper and online) to assess progress towards results was developed prior to the fieldwork stage. The survey of 15 questions was used to gain both quantitative and qualitative information. Distributed to approximately 50 individuals from relevant stakeholder groups, the participation rate stands at 72%. Graphs representing the responses are contained in Appendix B. Roughly one third of responses were provided on-line. Comments from the survey have also been collected and are contained in Appendix F.

2.2. Limitations of the Review

The Review team was able to formally interview 34 stakeholders, local government and national government officials, partners, and CLGF staff during the PLGF conference in Port Moresby. The only difficulty was finding the time around a very dense conference programme to interview the various stakeholders, but did not in the end have an impact on the Review. During the field visit to Suva, Fiji a full day of interviews was undertaken with CLGF Pacific staff and the Programme Manager at the New Zealand High Commission. Follow-up telephone interviews with other New Zealand High Commissions throughout the region were done successfully.

The Review team feels that interviewees were uninhibited and that there were no barriers to the free and frank expression of views during the key stakeholder interviews. There was parity between males and females interviewed.

The measurement of the contribution to national government beneficiaries was undertaken where feasible using both primary and secondary data sources. It is recommended that an increased focus is undertaken by CLGF Pacific over the next two years in measuring outcomes systematically across the Key Focus Areas. This will require an updated design for outcomes measurement in the monitoring and evaluation plan. It is also recommended that this approach is incorporated in any future programme design.

2.3. Results Models and reporting

Prior to undertaking field work, Evaluation Consult undertook a review of programme design documents, monitoring and evaluation frameworks, project progress reports, and other documentation to undertake the design of a results model which graphically represents the CLGF Pacific programme. The model articulates activities, outputs and outcomes for the Key Focus Areas. This was contained in part in the Field Work report submitted 30 May, 2014.

The Results Model has been further developed and refined in order to demonstrate not only the linkages between programme activities to programme outputs and programme outcomes at the CLGF Programme level, but also to demonstrate the links to New Zealand Aid Programme outcomes as well as outcomes for individual member countries.

Results Models for each Key Focus Area (KFA) guided the Review. On the analysis of evidence collected each input/activity was colour coded as following:

- Green indicates progress meets or exceeds objectives against the current work plan;
- Green with a yellow dot indicates progress towards objectives but with challenges to achievement;
- Orange with a green dot indicates some progress towards objectives but with some challenges; and
- Orange indicates limited progress to objectives;
- A clear box indicates that there is insufficient evidence gathered to confidently gauge progress.

Evaluation Consult uses these models to clearly and graphically represent the state of progress in a programme and the findings in this Review were used to shade the boxes.

Further development of a complete Results Model and associated measurement tables with indicators would yield a system by which progress to achieving programme outcomes could be measured on an 'as-you-go' basis and track progress to meeting programme objectives regularly, as frequently as every six months, by CLGF Pacific. Such a system can reveal that activities undertaken lead to the intended outcomes or demonstrate that there may be other factors influencing outcome achievement.

The overall CLGF Pacific programme model follows. Detailed KFA Outcomes Models are provided in the findings section (Section 3.2.1-6) of this report under each model's relevant KFA.

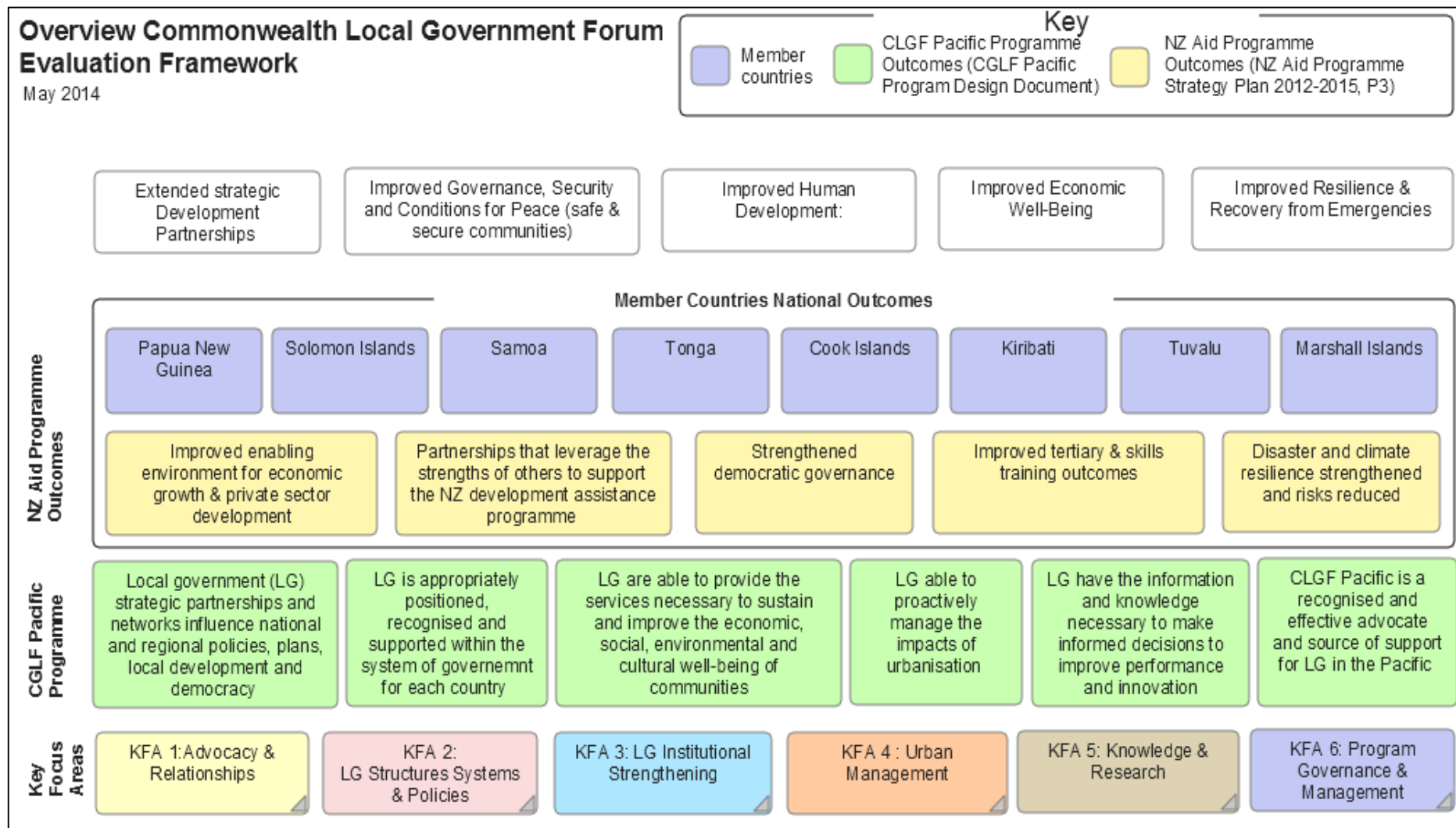


Figure 1: Overview Commonwealth Local Government Forum Review Framework

3. Findings

The following findings were based on the research criteria questions of: Relevance, Effectiveness, Efficiency, Sustainability and Lessons Learned.

3.1. Relevancy

Overall, the current and continued relevancy of the CLGF Pacific programme is unquestioned and is likely to increase over time.

3.1.1. Context and need for CLGF Pacific

CLGF Pacific remains relevant and the context is one where local government is expected to do more, both by national governments, and by the communities and people they serve.

- The CLGF Pacific programme is the only regional organisation devoted to local, provincial and sub-national government in general, be it rural or urban in nature. It remains relevant for localities and national governments alike.

CLGF Pacific is...the only one supporting local government in the Pacific (Survey respondent)

- CLGF Pacific has a rich and dense network in the Pacific region and has the unqualified support of stakeholders throughout the Pacific as evidenced by the large turnout for the PLGF in a city not particularly well known as a conference destination. Several international multi-lateral agencies participated in the conference and engaged with CLGF Pacific on programme initiatives.
- **Beneficiaries:** Local government leaders or ministries responsible for local government strongly endorse the continued need for the services CLGF Pacific provides and seek the continuance and expansion of the CLGF Pacific programmes in all Key Focus Areas (KFAs).
- **Partner countries:** The political interest level generated by this PLGF was high with the presence of two Prime Ministers, two Deputy Prime Ministers, numerous mayors, Permanent Secretaries, Secretaries, and CEOs of ministries responsible for provincial and/or local government.
- **The New Zealand Aid Programme:** The CLGF Pacific programme continues to be relevant and aligns well with the strategic goals and aims of the New Zealand Aid Programme which are: to improve governance, make a difference to the lives of people in the Pacific, and improve the response to natural disasters.

3.1.2. Continued relevance of CLGF Pacific

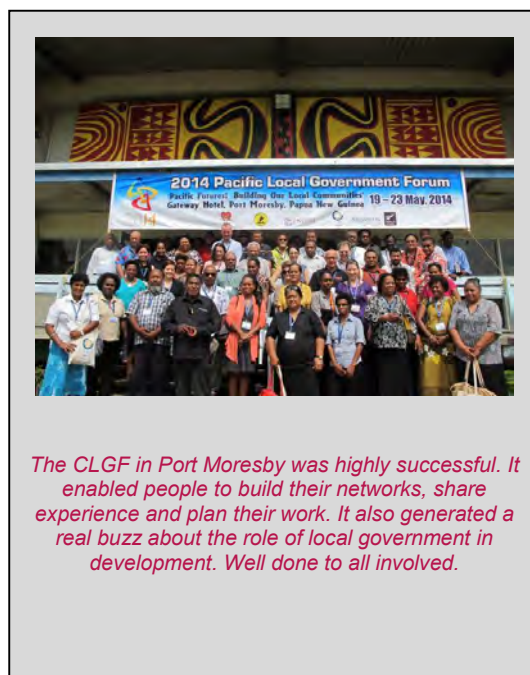
The continued relevance of CLGF Pacific's work with localities will only grow as SDG's are developed and national governments increasingly rely of local governments for the provision of services to the community.

*There is still a need and this need will grow as the Millennium Development Goals to Sustainable Development Goals and local government becomes a focal point for implementation
(Key stakeholder - local government)*

- **Beneficiaries:** In the months to come discussion will build on the follow-on to the Millennium Development Goals and indications are that the focus will shift from nationally oriented goal statements to those stressing the need to achieve Sustainable Development Goals with greater input at local government levels. Therefore, the continued relevance and need for an organisation advocating on behalf of and providing capacity and institution strengthening to localities through targeted and systematic programming will only become more pressing.

- Local authorities have growing demands from communities in the field of service delivery, and therefore need to increase capacity to deliver, plan and maintain essential services, and strengthen institutions which benefit the people they serve.
- **Partner countries:** Statements from several national leaders at the PLGF (PNG, Solomon Islands and Tuvalu) reiterated the need for sustainable local government and continued work to build capacity, strengthen institutions and improve local planning.

Until quite recently local government was neglected, underfunded and often side-lined...essentially, lip service was paid to it resulting in the whole system declining seriously. I am proud of what our government has done, and will continue to do, to build the role of local government as a key delivery agent of basic community services....My government is the first in our history to directly fund local government... (Hon. Peter O'Neill, Prime Minister, Papua New Guinea)



3.1.3. New Zealand Aid Programme

The strategic objectives of the New Zealand aid programme continue to emphasise²

1. Improved economic well-being
2. Improved human development outcomes
3. Improved resilience and recovery from emergencies
4. Improved governance, security and conditions for peace
5. Improved development outcomes through strategic partnerships with others

Each of the above strategic objectives is covered by various aspects of the CLGF Pacific mandate to improve governance, strengthen institutions and improve service delivery to communities while addressing cross-cutting issues such as, climate change and disaster mitigation.

3.2. Effectiveness

The Review team addresses the relevance, effectiveness, efficiency, and sustainability of the CLGF Pacific under the KFAs: Advocacy and relationships; local government structures, systems and policies; local government institution strengthening; urban management; knowledge and research and programme governance and management. Progress in each KFA is stated and then displayed on the associated component model.

I am impressed that the CLGF programme covers all of the priorities of local governments. (Key informant interview)

CLGF Pacific has an established programme of activities for 2014 which address all KFAs. CLGF Pacific continues to be engaged in a full programme of activities which are aligned to outputs and outcomes in the programme design documents and funding agreement. CLGF Pacific has maintained momentum in the areas of advocacy, institution structures and systems, and institutional strengthening. There is a growing demand for services and support from CLGF Pacific. The CLGF Pacific office confirmed that across-the-board there is a portfolio of nearly NZD 4 million in project requests for a budget available of approximately NZD 1.3 million.

² Vote Official Development Assistance, The Estimates of Appropriations 2014/15, External Sector B.5 Vol. 4, p. 139

CLGF Pacific has made notable progress in achieving outputs across most components and is having stand out results in advocacy; structures, systems and policies; institutional strengthening; and gender. Overall, 72% of output programme indicators have been achieved and this is on track to increase.

Progress towards outcomes is being reported and the Review team found evidence of some outcomes being achieved. The partner countries reported that they are using the learnings, and institutionalising the programmes and projects undertaken with CLGF Pacific. Examples of where this was evident include local government associations, urban waste management, and revenue structures.

However, it was difficult to systematically ascertain the coverage and reach of outcomes achieved due to the diverse scope within this Review and that the measurement and reporting by CLGF Pacific predominantly on measuring outputs. Key focus areas results progress and considerations are highlighted in the following section.

3.2.1. Advocacy and relationships

The following findings and Figure 2 highlight progress towards results in advocacy and relationships.

- Key stakeholders repeatedly praised the work of CLGF Pacific in its advocacy work across the region. 90.5% of respondents to the survey ‘Somewhat’ or ‘Strongly’ agreed with statements appraising CLGF Pacific’s positive work in the Advocacy and Relationship programme component area. One stakeholder highlighted that the Programme Director was often seen in a variety of fora advocating on behalf of local government, local government associations, and local communities.
- The CLGF Pacific programme has established itself as the “go to” collaborative regional forum for enhancing local government and facilitating partner contacts in Pacific. The ability to mobilise to achieve the high level political presence and wide partner participation at the PLGF conference is testimony to the effectiveness of the advocacy work undertaken by CLGF Pacific.
- CLGF Pacific has been instrumental in pushing forward the establishment of local government associations (Marshall Islands, Vanuatu, Kiribati) and during the PLGF conference the defunct PNG Urban Local Level Government Association was on the verge of resurrection
- CLGF Pacific continues its support and promotion of the Pacific Capital Cities Forum (PCCF), the Pacific Local Government Associations Network (PiLGAN) Forum and works effectively with the Technical Advisory Panel (TAP).
 - We value CGLF as an effective partner in our work with local governments (Informant Interview)*
- This support was endorsed by 34 out of 37 survey respondents indicating satisfaction with the CLGF’s effectiveness in enhancing strategic partnerships and networks to influence local and regional development. Examples include:
 - Four local government associations founded and sustained from national or local funds in Cook Islands, Kiribati, Vanuatu, and Marshalls. Pacific Islands Local Government Association founded and now working on Local Economic Development strategic plan.
 - Women in Local Government Networks (WiLG Networks) are supported nationally and by CLGF in Bougainville, Cook Islands, Solomon Islands.

Considerations

The Regional and Papua New Guinea Good Practice Scheme (1.3.2) has been discontinued as funding for this was withdrawn by the Australian government. As a consequence, little to no progress has been made on this. This has undermined the expansion of the Commonwealth Local Government Good Practice Scheme (1.3) which was an outcome of this key focus area. It is recommended this scheme is reinstated or supported by MFAT in a tailored support format.

Although, CLGF Pacific has engaged in the brokering of relationships; the Review team consider that by re-prioritising effort from advocacy which, is near critical mass, to brokering between member states, both effectiveness and efficiency will improve. CLGF Pacific has proven to be an effective brokering agent when used. Increasing efforts to act as a brokering agent would increase the quantity of relationships built.

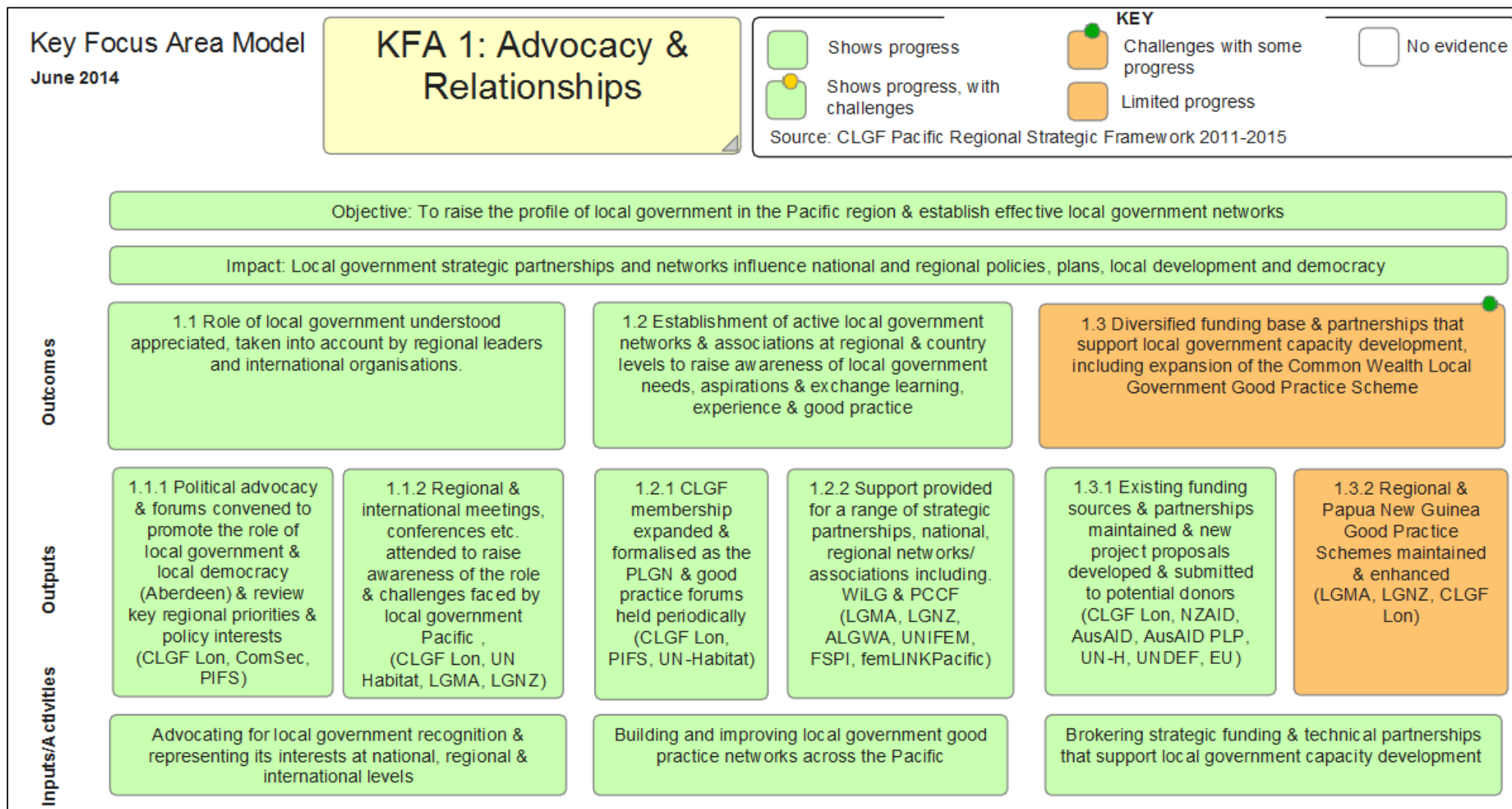


Figure 2: Key Focus Area 1 – Advocacy and Relationships

3.2.2. Local Government structures, systems, and policies

The progress and challenges detailed below are represented in the component model (Figure 3). The area of local government structures, systems, and policies remains a busy programme work area for CLGF Pacific.

There are several programme activities in the Cook Islands, Kiribati, Samoa, Solomon Islands, Tuvalu, Vanuatu, and on a regional level which are directed at enhancing local government structures, systems, and policies at provincial, village, or island levels. Activities include:

- The number of countries who have identified local government as a priority area has increased (CLGF Pacific report to TAP, 22 May 2014).
- In the area of support by CLGF Pacific to local governments, 76% of survey respondents indicated satisfaction with CLGF Pacific activities to identify appropriate structures and systems to carry out local government mandated roles and responsibilities.

I'm a hero in [cited locality] thanks to CLGF. (Key stakeholder interview)

- CLGF Pacific is assisting a number of its members to develop and improve council strategic plans including three urban councils in Kiribati, eight councils in Tuvalu, seven villages in Samoa, five island councils in the Cook Islands, and one in Vanuatu.
- A noticeable achievement is the documentation and registration of by-laws in eight villages in Samoa which stakeholders report is supporting social development and greater security in these communities. CLGF Pacific reports that in particular women have improved social status including their acceptance as chiefs and that they have greater ability to voice their opinions in the village council.
- Focused outcomes measurement is recommended by the Review team to assess the sustainability impacts these initiatives are having on communities.
- Kiribati is scheduled to receive support in the financial management area in coming months to address issues concerning Local Economic Development (LED), VAT and other financial sustainability issues.
- Tonga and Samoa are seeking changes in legislation to bring structures up-to-date and other countries are discussing the need to change acts and by-laws which are outdated legacies of the colonial period that need to be updated to enable more responsive local government.

Consideration – reported by CLGF Pacific and endorsed by Review team

- There has been an increase in number of members seeking assistance in this area indicating an increased recognition of the importance of strategic planning at the local level. An innovative approach which CLGF Pacific is currently trialling is the integrated approach or 'whole of government' approach to providing support for the member countries, especially in the formulation and development of their local governments' strategic plans.
- Experience to date has shown the value of adopting the integrated approach for the development of strategic plans as it brings together the different expertise necessary to formulate and compile strategic plans. Two urban councils have had their strategic plans done through this approach and others have requested for the same assistance. The Review team advocate including linked planning, monitoring and evaluation activities into these integrated approaches.
- Using a systematic approach and additional technical inputs here will assist CLGF Pacific personnel to extend the coverage and reach in this area.

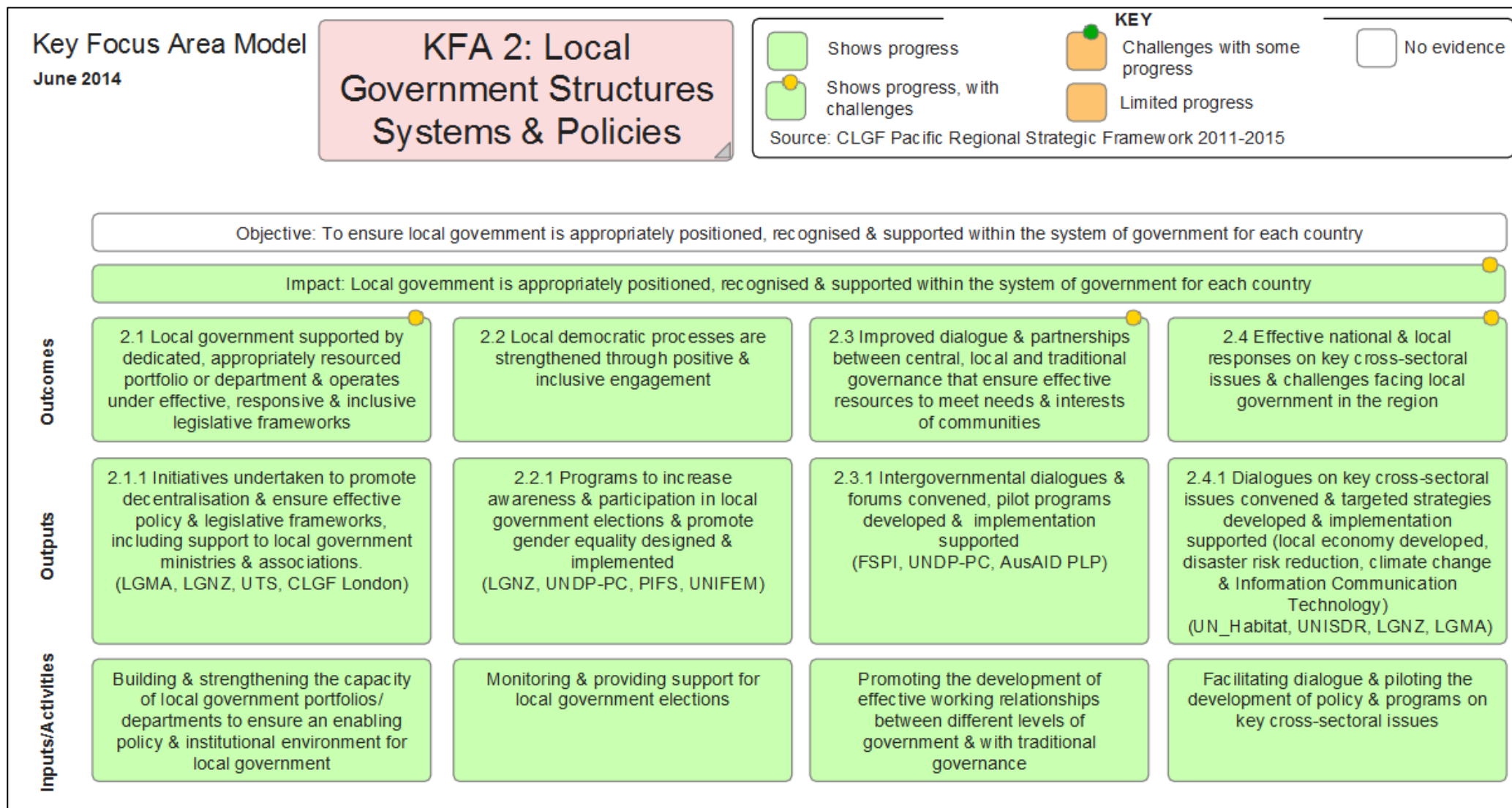


Figure 3: Key Focus Area 2 – Local Government Structures, Systems, and Policies

3.2.3. Local Government Institutional Strengthening

The progress and challenges detailed below are represented in the component model overleaf (Figure 4).

Based on key stakeholder interviews and documentation, the CLGF Pacific is delivering benefits to members in their countries and localities. Examples include:

- Providing the necessary training for locally elected officials to perform this includes 40 people in Local Elected Leader (LEL), Training of the Trainer (ToT) training. Consequently, more than 500 local government practitioners at various levels have gone through LEL training.
- In the area of assisting government leaders and practitioners to gain access to training, 84% said they were satisfied with the opportunities provided by CLGF Pacific. This training was to improve skills and knowledge to deliver high quality local government services. This was supported in stakeholder interviews stressing the satisfaction with CLGF Pacific training and work in this area.
- Nine countries are involved, and are increasingly interested in, monitoring and evaluation training with demand for more. One stakeholder stated that capacity building is gradually moving up from more junior to more senior officials.
- Women in Local Government Networks are established and expanding in Bougainville, Honiara, and Cook Islands. This is supported in Bougainville with funding from the Netherlands Funding Leadership for Women (FLOW). CLGF Pacific has supported this.

CLGF Pacific takes a participatory and consultative process that supports member governments in reviewing their local Government Acts, developing their new bylaws and documenting regulations that clearly define local government roles and responsibilities. This is intended to help strengthen community engagement and contribute to improved service delivery.

- Key stakeholders from several localities including the Pa Enua (Outer Islands) Cook Islands, Shefa Province Vanuatu, Port Vila Vanuatu and, Honiara Solomon Islands confirmed that real improvements in institutional structures, and institutional performance resulted from CLGF Pacific activities.
- Areas cited were improvement in council and provincial finances, improvements in service delivery (waste management), and improved staff capabilities to plan.
 - Public finances of Honiara, Solomon Islands and Port Vila, Vanuatu have both benefited as result of CLGFP interventions and the key informants from both localities said results are lasting. Shefa Province, Vanuatu has seen a 20% increase in revenue base, cash flow is up by 35% and the province experienced a reduction in debt of 40%.³
 - Institutional strengthening (voter education and registration in Tonga, for example) have yielded impressive results (91% of eligible citizens registered to vote in Tonga).
- Focused outcomes measurement is recommended by the Review team to assess the impacts these initiatives are having on communities.

Considerations

- Completing and using the collaborative country strategic documents as guiding priorities will assist member countries and CLGF Pacific personnel to provide targeted support and inputs over a multi-year period.
- Using a systematic approach and additional technical inputs here will assist CLGF Pacific personnel to extend the coverage and reach in this area.

³ PiLGAN Vanuatu-Kiribaiti Sustainability Analysis Presentation, Pacific Local Government Forum, 19-23 May 2014, Port Moresby, Papua New Guinea

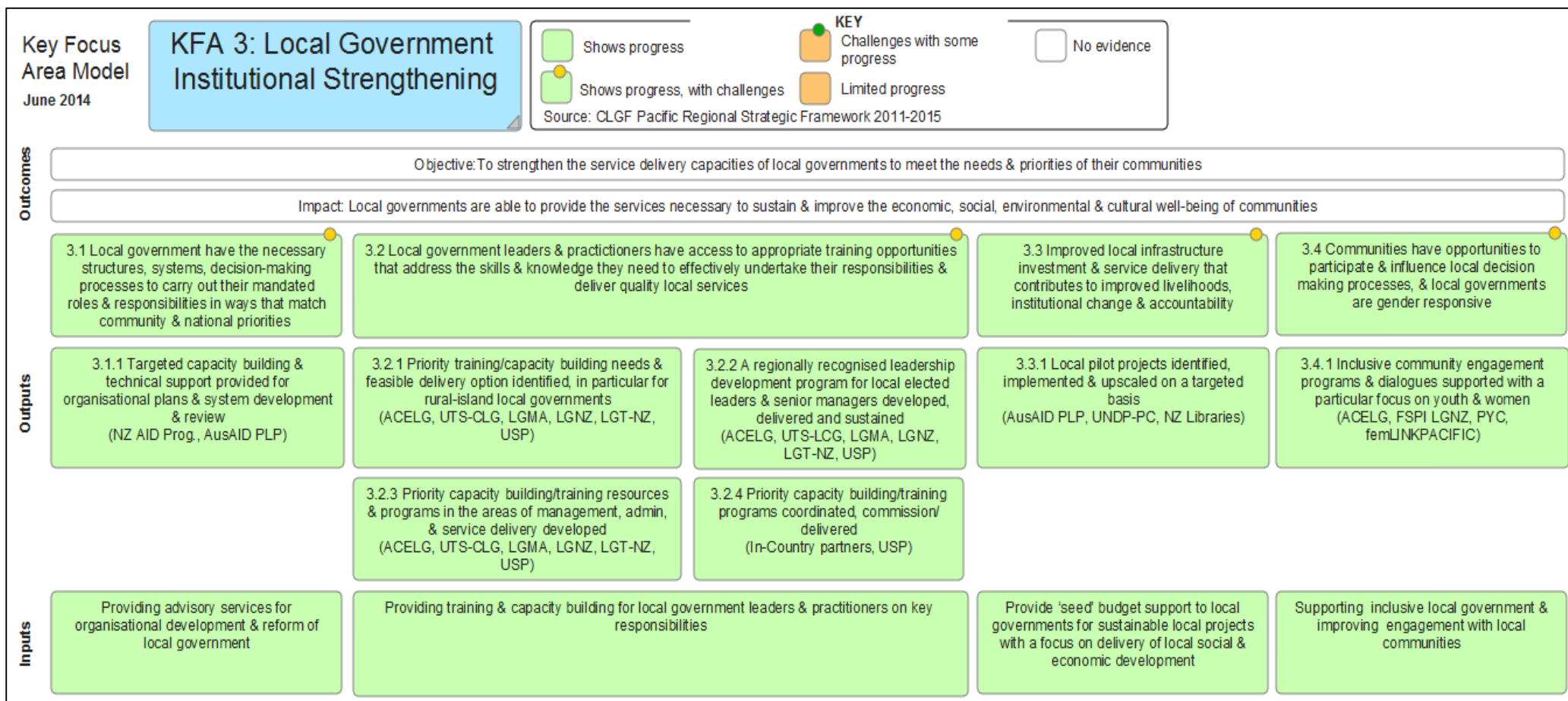


Figure 4: Key Focus Area 3 – Local Government Institutional Strengthening

3.2.4. Urban Management

The progress and considerations detailed below are represented in the component model overleaf (Figure 5).

CLGF Pacific work in this area seem limited due to activities in other KFAs being very closely associated with urban management. For example, staff training in institutional strengthening and planning may have a direct impact on addressing urban management issues. CLGF Pacific recognises that it needs to do more in this area, particularly as it can be related to cross-cutting issues of the environment, climate change, and disaster response.

- The Pacific Urban Forum is the brainchild of CLGF Pacific, although UN-Habitat has taken the lead.
- When asked if the CLGF Pacific programmes are helping local governments to improve local infrastructure and service delivery 22 out of 37 respondents said they were satisfied with CLGF Pacific programmes in this area.

*With capacity comes the ability to manage.
(Key stakeholder interview)*



Delegates to the Pacific Capital Cities Forum. An example of a high level network of local government officials and south – south dialogue

- Respondents to the survey and discussion with beneficiaries revealed that there is some good work done in this area. However, the positive evidence of improved urban infrastructure was cited by only 14 of 37 respondents. This can be expected especially in an area where CLGF Pacific, as it is not a donor, can only assist through better planning, capacity building, and facilitation. CLGF Pacific cannot provide the actual infrastructure to local governments. It can create the enabling environment but cannot fund infrastructure.
- The Twinning programmes linking Australian and New Zealand localities with counterpart localities in the Pacific were much appreciated and several key informants testified to the effectiveness of such arrangements (Local Government New Zealand was particularly singled out as an active partner).
- The CLGF Pacific Good Practice (technical twinning) Scheme has proven to be one of the key delivery mechanisms for effective LED in the Pacific. The GPS is one of the CLGFPacific flagship programmes which use partnership principles. CLGF Pacific rated the GPS in PNG between six councils in Australia and PNG. This was found to be very successful and cost effective. It was calculated that the contribution provided by the Australian councils is approximately about \$4 to every dollar which AusAID makes available. The scheme also brings leveraging opportunities for community participation and partnership in areas of development. However, this funding by Australia ceased in mid-2013.
- In response, CLGF Pacific and LGMA have been working together to improve and expand the twinning approach focusing on PCCF (Pacific Capital Cities Forum) members/urban councils in the region. PCCF members have also engaged in south-south (or cross-pacific) twinning, dialogue and exchange of good practices. Of particular note, is the strengthening of relationship between Port Vila Municipal Council (PVMC) and Honiara City Council (HCC) to share learning on issues such as climate change and local economic development/markets.”

Considerations

- Coupled with responses signifying only 49% satisfaction with CLGF Pacific assistance in the development and implementation of urban policies and strategies there is a need for CLGF Pacific to redirect resources in this area. Key informants in PNG called for reinstatement of The Good Practice Scheme (GPS) (1.3.2) which was unanimously praised.
- Given the demand, in this area, CLGF Pacific could undertake a greater role of brokering technical support and working closer with Local Government New Zealand.

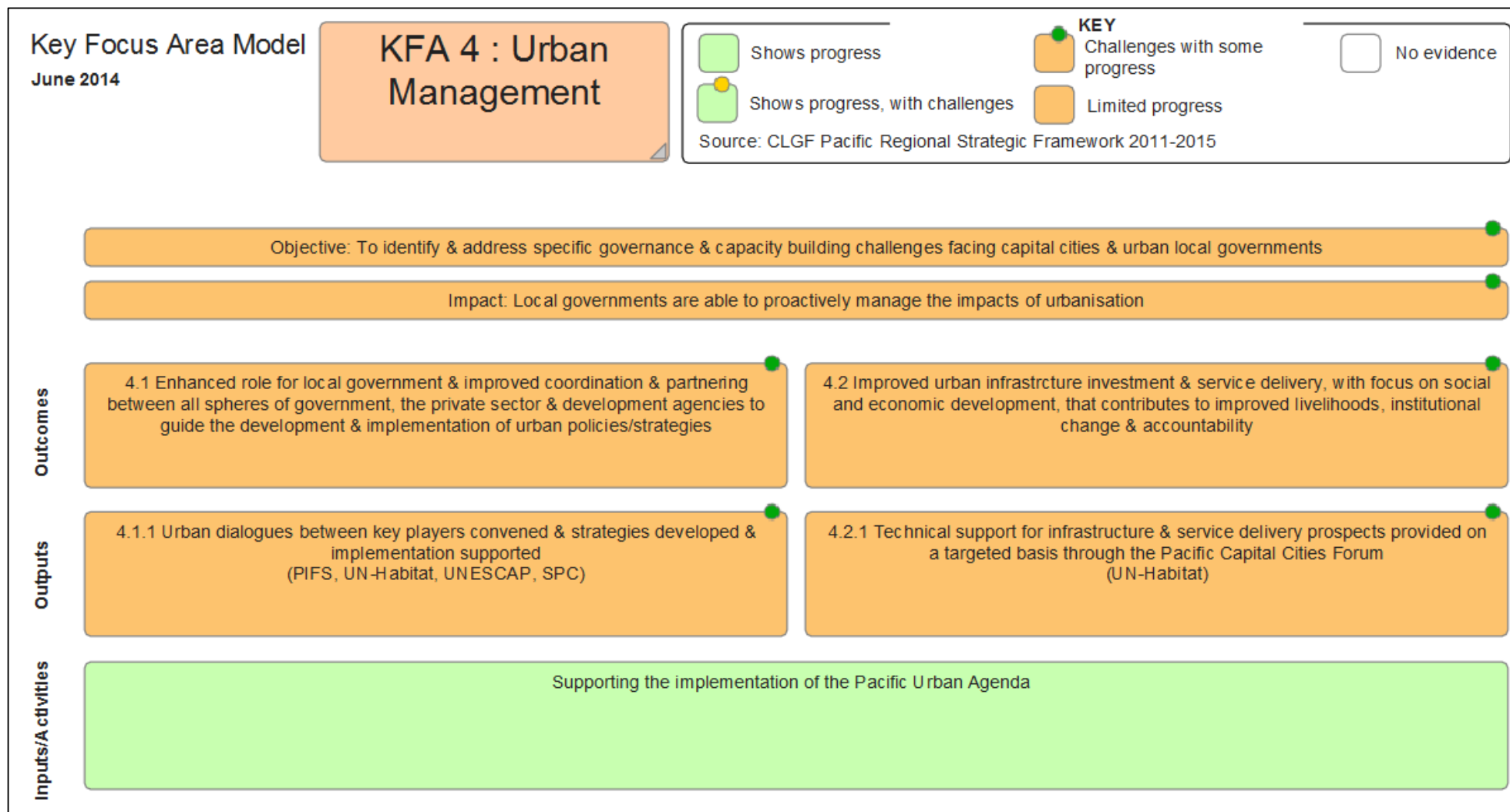


Figure 5: Key Focus Area 4 – Urban Management

3.2.5. Knowledge and research

This is a KFA which builds on the success of CLGF Pacific constructing the networks of local government associations, local governments, practitioners, academics, researchers, and partner organisations.

The progress (also displayed in Figure 6) and considerations include:

- Resource Centre established, website running, publications developed, blog sites for PiLGAN, LAAV and GPS, local government profiles updated, 35 stories of Women in Local Government, CLGF Newsletters.
- The 1st PLGF Research Roundtable on 19 May, 2014 drew more attendees than anticipated and the level and quality of research presented was high. The challenge for CLGF Pacific will be to build on this body of research, use it and make it available to CLGF Pacific member countries in a meaningful and useful way.
- Stakeholder survey results indicate a satisfaction level of 57% in relation to CLGF Pacific's research in relation to high-priority government issues. This compares to satisfaction levels of 89% concerning CLGF Pacific's work to establish networks and relationships to enable local governments to share their needs and learnings.
- CLGF Pacific recognises it needs to intensify its efforts in the area Knowledge and Research in order to achieve the targets set for these outcome areas. Its current budget reflects a four-fold increase in resources for 2014 and improved outcomes should result if planned activities are carried out effectively.
- CLGF Pacific's Regional Monitoring & Evaluation Framework 2013 indicates that as of 2013 very few targeted indicators were met which was, arguably overly pessimistic. However, as focus shifts in the programme and momentum sets in, Knowledge and Research activities should begin to bear fruit.
- At present there is no strategy for sharing knowledge by CLGF Pacific with its member countries.

Considerations

- Greater awareness and utilisation of existing knowledge repositories such as the *Commonwealth Connects* portal combined with a strategic approach in this area will lead to increased efficiency and effectiveness.
- The Review team sees the demand for more than just sharing of case study examples but the need to produce technical papers to guide members. Utilisation of knowledge bases in New Zealand and Australia in this medium will provide crucial guidance to member states at little cost to the CLGF Pacific in a format that is easily duplicated and applied.

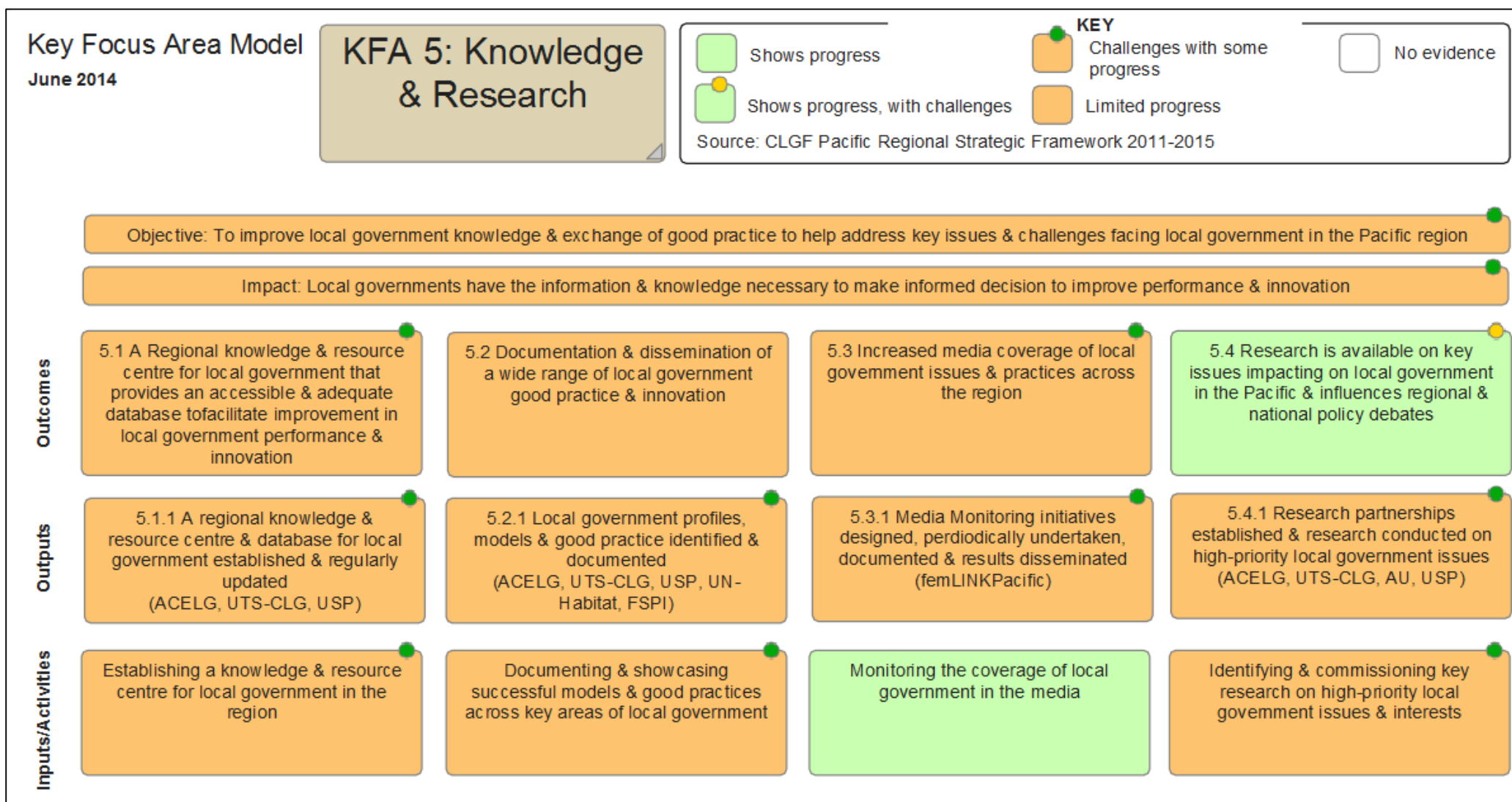


Figure 6: Key Focus Area 5 – Knowledge and Research

3.2.6. Programme governance and management

The progress and challenges detailed below are represented in the component model overleaf (Figure 7).

The CLGFP programme is considered as well led and well managed (Stakeholder).

- In stakeholder interviews praise for the leadership and professionalism level of all programme staff was uniform.
- Within the wider Commonwealth Local Government Forum which includes the Caribbean, Africa and Asia, the Pacific programme was viewed as the most successful of the organisations regional programmes.
- While 73% of survey respondents agreed or strongly agreed that CLGF Pacific is well led and managed, only 56% thought that CLGF Pacific was adequately staffed.
- The CLGF Pacific team is diverse, talented and contains a breadth and depth of experience in the Pacific rarely seen. However, as well managed and dedicated as the team may be, resources are stretched to meet the demands placed upon the team. This results in some activities not being pursued running the risk that CLGF Pacific programmes may fall short in some outcomes areas.

Considerations

- Staffing levels have been identified as a key concern for the CLGF Pacific programme going forward. Currently there is a perceived staffing shortage with 7 fulltime employees running the CLGF Pacific programme. Staffing levels are below what the Review Team would consider to be appropriate for key outcomes to be sustained.
- In addition to considering increasing staffing capacity it is the recommendation of the review team that staff time could be better utilised through both:
 - operating at a strategic level in preference to the more mechanical tasks that could be done by member organisations; and
 - balancing travel requirements from a situation where 2-3 staff travel at once to only 1-2 travelling with experts in technical roles.
- The programme monitoring and evaluation is currently below good practice standards for outcome measurement and does not meet the MFAT requirement to use results models.
- The Review team consider that the CLGF Pacific has achieved many desired outcomes but this has not been robustly documented. It was noted during the review dissemination workshop that the Commonwealth Secretariat, as a whole, had only recently moved to outcomes reporting.
- The monitoring and evaluation focus is currently on reporting inputs and outputs. Moving to a system which includes outcome and impact reporting will increase funder confidence and promote adaptive management principles.
- Embedding a monitoring and evaluation system that meets good practice standards and MFAT requirements is essential in the next period of this programme. Increasing the existing staff capabilities to build results models for the CLGF Pacific programme, and link the planning of activities, and the monitoring and evaluation system will lead to enhanced focus on outcomes and changes for communities.

A key concern relating to programme governance is that MFAT will become the sole funder of CLGF Pacific. The CLGF Pacific is currently partially funded by member organisations in member countries. It is the recommendation of the Review Team that both country and MFAT outcomes be explicitly incorporated into the programme. Being the sole external funder of the programme presents MFAT with the opportunity to focus the funding into areas where MFAT sees the biggest strategic gain for CLGF Pacific in consultation with the member organisations.

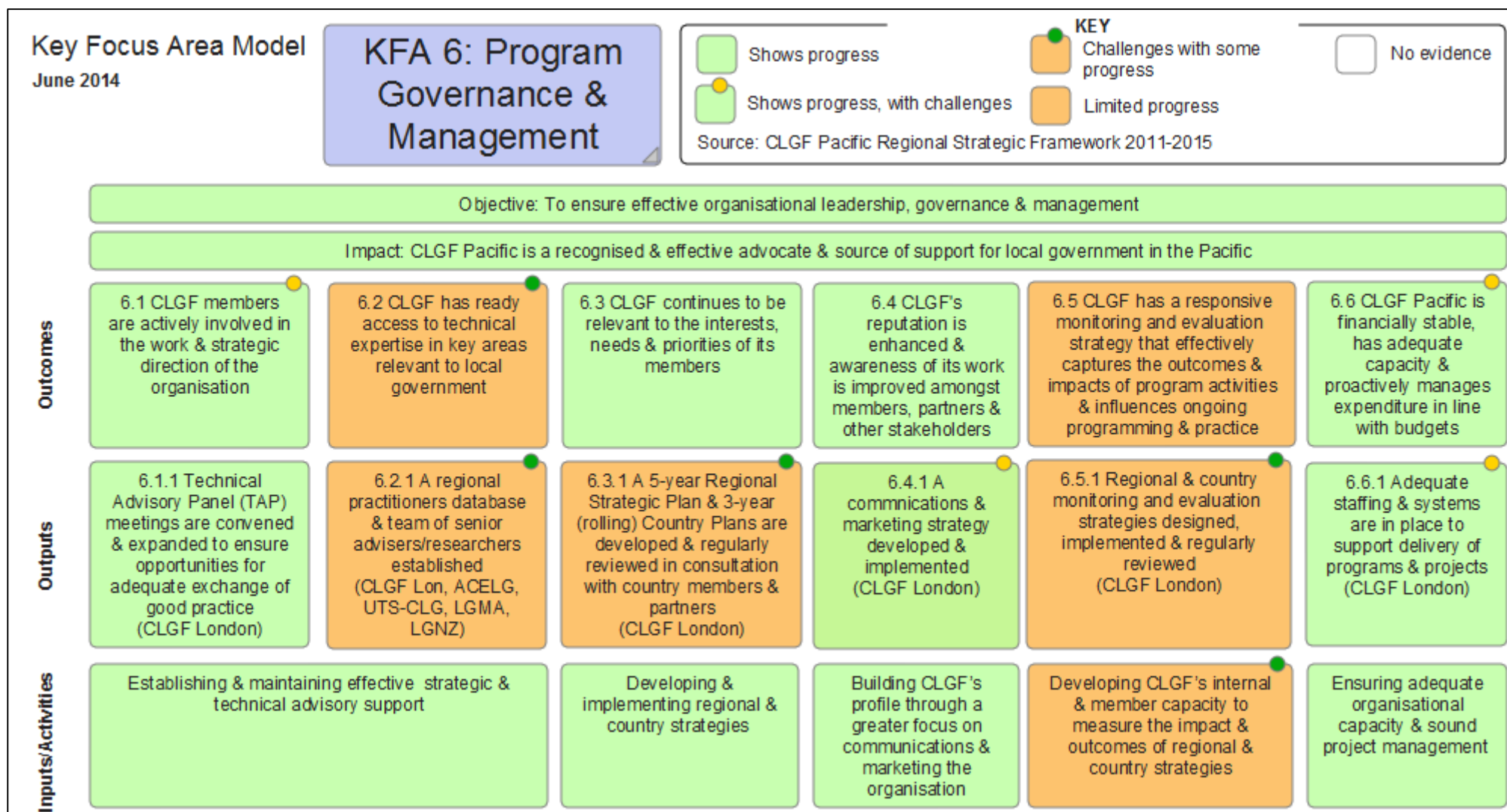


Figure 7: Key Focus Area 6 – Programme Governance and Management

3.2.7. Cross-cutting areas within CLGF Pacific programmes

Cross-cutting issues which are the most relevant for the CLGF Pacific programme include the areas of gender, the environment, and human rights.

Gender

CLGF continues to make a strong contribution in the area of gender through the Funding Leadership Opportunities for Women (FLOW)⁴ programme, the Safer Markets programme, leadership training and general capacity building.

- In terms of participation at the PLGF there was near parity in the number of Session Chairs, Facilitators and presenters. Pacific women in local government are gaining a voice and a higher profile. The confidence gained by attendees in sharing their learning and progress was evident. In particular, the women from the member countries who had received in leadership training and participated in other CLGF Pacific activities felt comfortable to share their learning and views at the Forum.
- There is outstanding support from key stakeholders for Women in Local Government and the gains in Bougainville, Vanuatu, Fiji and the Cook Islands and have been documented and publicised.
- The efforts in this area demonstrate the facilitation and networking prowess which CLGF Pacific wields in working with other donors such as the International Women’s Development Agency (IWDA) and the Government of the Netherlands which supports the Funding Leadership Opportunities for Women (FLOW) programme.
- The CLGF Pacific Women in Local Government (WILG) is a featured activity and CLGF Pacific promotes gender mainstreaming in all of its programmes. Pacific women are increasingly taking leadership roles with CLGF Pacific which they report is increasing confidence to undertake leadership roles in their countries. This was evident in women from Bougainville, Vanuatu, Solomon Islands, Samoa and Kiribati.



CLGF Pacific has addressed gender in a Bougainville and published leadership profiles. With funding from the Netherlands Funding Leadership for Women (FLOW) CLGF is making a difference for women and the communities they serve through local government.

Human Rights

- CLGF Pacific has projects in the field of voter education and awareness in the Cook Islands, Samoa, Solomon Islands and Vanuatu.
- The contribution from CLGF Pacific’s support for human rights programmes is evident. For example, voter registrations in Tonga reached 91%, while expectations were that a good result would be 40%.
- Activities that contribute to building civil society structures, such as the local government associations provide other avenues of public debate and engagement. Therefore, the work to establish and support local government associations can be seen as a positive contribution in this area.

⁴ Funding Leadership Opportunities for Women (FLOW), Government of the Netherlands.

Climate Change

Climate change areas at the local government level are difficult to address due to the high number of organisational actors in this field and is complicated by the fact that most programmes are focused at a national level. CLGF Pacific is aware of this dilemma and is currently working on ideas to undertake climate change projects at local levels and to engage with traditional community structures.

- On-going work in the area of urban planning, strategic planning and, other institutional strengthening do contribute to officials being better equipped to engage in this area.
- Climate change and disaster preparedness and planning featured on both the agendas of the 1st Pacific Research Roundtable and the Plenary Session of the PLGF.

3.2.8. Factors enhancing or constraining progress towards results

The Pacific geography presents a constraining factor. Relatively small dispersed communities across the Pacific, and remoteness, time and distance have an impact on the CLGF Pacific programme. Factors and mitigation approaches include:

- CLGF Pacific has established a sense of trust throughout the region and the Commonwealth 'brand' is warmly regarded. There is a network of relationships based on trust and common interests.
- CLGF Pacific has become the brokerage hub for local government initiatives in the Pacific Region, and is recognised as the 'go-to' organisation for local government. Its prominence and stature in this area has exceeded expectations.
- A reluctance on the part of national governments to devolve to local authorities, as in the case of Vanuatu, inhibits the progress CLGF Pacific can make in achieving some outcomes. However, CLGF Pacific is working directly with duly constituted local authorities does mean progress is being made (e.g. in outer Cooks Islands).
- The lack of specific legislation establishing duly constituted local government in places, such as Samoa means other approaches in dealing with non-traditional structures must take place and CLGF Pacific is well equipped and has undertaken projects to address this issue (e.g. supporting Sustainable Village Planning).
- The very nature of democratically elected government means that leaders change, therefore creating delays in moving forward on established strategies which can change.
- Changes in elected leaders also means there is a continual need for Locally Elected Leadership training. However CLGF Pacific takes this as an opportunity to engage at the local level to suggest other programme activities aligned to KFAs.
- Permanent funding from national governments to sub-national authorities will always be problematic in providing an environment for local government to takes its rightful place.
- A small number of stakeholders drew attention to the perceived imbalance of CLGF Pacific programme initiatives in Polynesia and Micronesia at the expense of large Melanesian countries.



Local governments hardly receive the attention they deserve at both the national and regional levels hence, CLGF Pacific plays a vital role in ensuring institutional capacity building and resource mobilisation for local governments and enhancing improvements to their service delivery. And since local governments rarely have relevant institutions to turn to for technical and financial assistance, any effort to sustain CLGF Pacific is strongly recommended.



3.2.9. Unintended results or impacts on CLGF Pacific activities

The withdrawal of Australian Government funding for the Good Practice Scheme (GPS) was disappointing to stakeholders as it was a valued programme between localities in Papua New Guinea and Australia. The long term relationship at both strategic and technical levels was noted as of particular importance and benefit to the stakeholders. Its reinstatement and expansion Pacific-wide would be of great benefit to localities and build on other CLGF Pacific work. Other countries such as Kiribati and Vanuatu were keen for this scheme to expand.

3.3. Efficiency

Table 1 below outlines the broad budget allocations for the main components of the programme and highlights funding for the KFAs. Fund utilisation is at 80% (and climbing) which is higher than previous years. CLGF Pacific has enhanced and strengthened over past three years into a lean, complementary and efficient team.

CLGF Pacific has undertaken a facilitation and brokering role and leverages its resources effectively by initiating connections and partnerships with other donors (DFAT, UNDP, UN-Habitat, EU, Bilateral, UN-Women, IWDA, USAID, NGOs, foundations and academic institutions).

Table 1: CGLFP Expenses 2011-2016⁵

	2011	2012	2013	2014	2015	2016
Expense	FJD Actual	FJD Actual	FJD Actual	FJD Budget	FJD Forecast	FJD Forecast
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec
Advocacy & relationships	277,072	482,363	477,854	644,135	708,549	779,404
Local government enabling environment		449,856	214,183	426,246	468,871	515,758
Local government institutional and human capital	582,732	593,888	518,735	1,304,587	1,435,045	1,578,550
Urban planning and management	104,895	145,803	119,800	334,224	367,646	404,411
Knowledge and research		64,388	48,401	214,619	236,081	259,689
Programme governance and management	140,256	379,244	158,573	468,074	514,882	566,370
Good Practice Scheme (PNG)			325,030	-	-	-
Office Expense & Overheads	578,486	857,302	757,671	794,174	873,591	960,950
Total expenses	1,683,441	2,972,844	2,620,248	4,186,060	4,604,666	5,065,132

The Review team has reviewed past work plans, budgets, and the planning for the current year. While there were staffing gaps due to resignation and maternity leave in the past resulting in some underspending, the CLGF Pacific office in Suva is now at full strength. There is a team of dedicated professionals with a complimentary set of skills which is well-suited to meet the ongoing and future programme needs. However, the CLGF Pacific team will still be stretched to meet the demands from a rich and dense programme of work.

⁵ Actual based on audited accounts. Budget submission to NZAP. Forecast based on 10% increase in activities in each year. Source: CLGF Secretariat

In addition, there appears to be a disconnect between CLGF Pacific and MFAT Country Posts. There is limited awareness by MFAT In-Country Posts of CLGF Pacific activities, and the links with MFAT country programmes. MFAT In-Country Posts could provide support for sustaining outcomes and institutionalisation within countries.

3.3.1. Biennial summit meeting

The biennial PLGF forum is regarded as one of the most cost-effective ways to bring local and national government leaders together, to share experiences, share best practices and exchange ideas.

- The Pacific Local Government Forum (PLGF) was effectively organised with a full programme. As a networking event, the PLGF attracted high profile political figures, with two Prime Ministers, two Deputy Prime Ministers and many Mayors, Permanent Secretaries, Secretaries of Ministries, academics and technical experts devoted to local and/or provincial government from across the Pacific.
- The PLGF attracted more than 220 delegates, more than double the delegates of previous forum held in Honiara two years ago, demonstrating its growing profile and relevance to member countries, to government officials and partnering organisations.
- Many attendees at the PLGF made great efforts to attend, because the conference offered value to them in terms of sharing experience, learning and reinforcing networks and contacts.
- It was evident that the face-to-face discussions and sharing further cements south-south dialogue and provides links for governments within the region. Honiara and Port Vila have an on-going relationship for sharing with one another. Others are developing.
- Given the cost of the PLGF in Port Moresby and the number of attendees, and the learnings and sharing developed over the conference, the cost per capita compares favourably with workshops and training costs hosted in New Zealand or Australia.
- The value of bringing together so many local government officials into an intense learning environment was effective and provided value for money.
- The learnings and skills developed just by attending the plenary, breakout and research oriented sessions cannot be duplicated elsewhere or in any other way. The confidence gained by attendees in sharing their learning and progress was evident. In particular, the women from the member countries who had received leadership training and participated in other CLGF Pacific activities felt comfortable to share their learning and views at the Forum. These women are increasingly taking leadership roles with CLGF Pacific which is flowing onto leadership roles in their countries. This was evident in women from Bougainville, Vanuatu, Samoa, and Kiribati.

3.3.2. Value for money

Resources are being used to provide value for money as follows:

- CLGF Pacific occupies modest offices and the organisation has a well-rounded, talented, and committed team of professionals.
- The organisation of the PLGF to include the 1st Pacific Research Roundtable, the Pacific Capital Cities Forum (PCCF), the Pacific Local Government Ministers' and Mayors' Forum, Technical Advisory Panel (TAP), and Pacific Island Local Government Association Network (PiLGAN), demonstrates the pragmatic approach CLGF Pacific has towards best use of resources.
- Where funds have been underspent in the past, efforts were undertaken to take corrective and appropriate action to remain on track to meet programme objectives.
- Twinning programmes (GPS) and programmes with Local Government New Zealand (LGNZ) and Local Government Managers Association (LGMA) in Australia are programmes which combine capacity building, technical assistance, and mentoring rolled into one, and are hailed as effective and workable programmes. The links with these organisations could be extended to increase the coverage and reach of CLGF Pacific.
- There is little or no service duplication, though services of CLGF Pacific are closely aligned with and complement those of other organisations such as UN Habitat.

3.3.3. Ways to improve implementation

More strategic planning for CLGF Pacific and member countries and local governments is called for. Better coordination with New Zealand and Australian High Commissions would probably boost achievement of outcomes and more staff (permanent and technical inputs) would aid effective implementation.

- CLGF Pacific should think and plan more strategically. The proven effectiveness of its programming should be more clearly aligned with country strategic goals and those of the New Zealand Aid Programme.
- CLGF Pacific should make more contact with New Zealand High Commission (NZHC) Development Counsellors to ensure that CLGFP programmes dovetail with NZHC programme goals and leverage off of existing bilateral arrangements in-country.
- Additional staffing for CLGF Pacific and greater use of 'as-needed' expertise to address specific needs and gaps in expertise would increase programme activities and address new ones which now need to be address (i.e. Urban Planning and Knowledge and Research) and accelerate achievement of programme outcomes
- A refocusing of scope and increasing the brokering and facilitation role will enhance the coverage and reach of CLGF Pacific to meet demand. The refocused scope could include maintaining advocacy and relationships; having a greater focus on structures, systems and processes, institutional strengthening and urban management with a combination of an extended brokering role by CLGF Pacific personnel and the use of technical specialist inputs; and an increased focus on knowledge management and monitoring and evaluation. This would require two additional staff with senior advisory and project management experience for the brokering and advisory role, and a monitoring and evaluation specialist with information technology and communications experience.

3.4. Sustainability

The Review team sought information from stakeholders through formal interviews, observations and survey to determine how sustainable the activities of CLGF Pacific are, and how much the programmes and projects are 'owned' by beneficiaries.

- Ownership comes from realising benefits. This is occurring across the CLGF Pacific programme. Multiple stakeholders stated that they have incorporated a range of programmed initiatives such as strategic planning into their own operations and are sustaining them.
- Examples where localities have taken ownership of CLGF Pacific programmes and are now sustaining them as result of the revenues generated include Honiara City Council, Solomon Islands; Shefa Province and Port Vila Vanuatu; Betio, Kiribati; and Pa Enea, Cook Islands.

CLGF Pacific promotes sustainability and ownership as follows:

- The capacity building throughout the region continues to be a priority and is seen as one of the greatest achievements by stakeholders of CLGF Pacific and contributing to sustainability with member countries institutionalising programmes and approaches.
- Member countries appreciate the learnings, and are using and institutionalising the programmes and projects undertaken with and facilitated by CLGF Pacific. This is supported by 75% of survey respondents agreeing that CLGF Pacific has effectively worked to promote sustainability across local governments.
- Training of Trainers (ToT) is valued and continues to be carried out for local and national governments in a sustainable way. Many local governments, notably Vanuatu, have modified the Train the Trainer programme, translating materials into Bislama, to make them their own.

CLGF [Pacific] is vital to Pacific communities of small island nations...with limited resources and scarce assets to develop (Stakeholder)

Local governments across the region demonstrated that key CLGF Pacific programmes are increasingly becoming sustainable to continue on their own. In stakeholder interviews, beneficiaries stressed that the results of capacity building build up over time. Coupled with improved revenues, local government associations are now extending the foundations for carrying out their own advocacy and capacity building initiatives within their communities. Examples include the Vanuatu, Cook Islands, Bougainville and Solomon Islands.

4. Conclusions

The Review team note the following conclusion and comments for the relevancy, effectiveness, efficiency, sustainability of the CLGF Pacific Programme.

4.1. Relevancy

Overall, the CLGF Pacific programme is relevant to the beneficiaries (local: and national governments) and the people they serve. It is the only organisation dedicated to the advancement of local government in the Pacific. The CLGF Pacific programme remains relevant to the New Zealand Aid Programme and integrates well with New Zealand's strategy for overseas development assistance. Additionally, the CLGF Pacific programme supports in many ways New Zealand's development assistance programmes of a bi-lateral nature in the member countries.

The Review team believes that the CLGF Pacific has demonstrated sufficient relevance and performance to justify continued funding for the balance of this phase of the programme, and for a follow-on phase.

The political and other good will generated by New Zealand's funding of this programme resonates positively with the member countries. New Zealand was repeatedly thanked and acknowledged throughout the PLGF. Continued funding of CLGF Pacific would also align with New Zealand's regional and 'Pacific' approach to development assistance.

4.2. Effectiveness

Overall, the KFAs of Advocacy, Local Government Structures, Systems and Policies, Local Government Institutional Strengthening and Programme Governance and Management are on track for delivering the desired outcomes. The current programme of work reflects that activities in these areas are in continuous demand and the Review team believes they are effectively delivered. However, a greater focus measuring outcomes and tailoring support to sustain changes is required.

In the KFAs of Urban Management and Knowledge and Research, outcomes are not yet being met at the same rate as the other KFAs. However, budgets for these areas are increasing and gains are being made. The inaugural Pacific Research Roundtable at the PLGF was a major step for CLGF Pacific and provides a basis for attaining stated outcomes. CLGF Pacific still needs to explore ways to fill the gap for sharing stories, case studies, best practice, tools and templates.

Progress in Urban Management is more limited in meeting outcomes. However budgets, have increased in this area and some countries where programmes were delayed for various reasons, those programmes are now moving forward.

Cross-cutting issues in the areas of Gender and Human Rights are adequately addressed with some notable outcomes for women particularly in leadership. Human rights and gender mainstreamed in all programme areas. CLGF Pacific needs to become innovative to support local governments and communities' climate change and other environmental issues at the local level. The CLGF Pacific could consider activities to include young people in programmes.

4.3. Efficiency

CLGF Pacific makes efficient use of the resources provided and ceaselessly seeks to find other funding sources for its projects. Its function as a facilitator working with a wide range of donors and partnering organisations is to be commended. CLGF Pacific works to meet its commitments in the most pragmatic and meaningful ways possible.

The biennial forum around which are scheduled other meetings (PCCF, TAP, Mayors and Ministers Meeting, Research Roundtable, PiLGAN) demonstrate this singular pragmatic approach.

4.4. Sustainability

CLGF Pacific is an organisation of its members. Member countries, local and national government officials are as much a part of CLGF Pacific as the secretariat staff. There is a true sense of belonging and community. CLGF Pacific is seeking funding from other areas in addition to the New Zealand Aid Programme and in all areas seeks additional donor funding to supplement core funding.

For beneficiaries the programmes and training undertaken are, indeed, owned by the beneficiaries. While training needs to continue, many countries have integrated CLGF Pacific training into their own programmes. Improvements in monitoring and evaluation are being taken up by beneficiary organisations.

More practically, as improvements in local government structures, systems and policies are undertaken, ownership occurs as the financial benefits of improved collections and improved finances yield results. It is at this level, when local governments have more resources that they will be able to deliver the services to their communities which relate to overall national strategic objectives.

5. Lessons learned

The lessons learned from this Review are grouped into strategic and operational.

5.1. Strategic

- The CLGF Pacific is the only regional organisation devoted to the full range of local, provincial and sub-national government in general. Other actors operating in this development space, such as the UNDP and UN Habitat, are not focused on local government or they only focus on one aspect of urban local government. The CLGF Pacific also provide a continuity of programming in the field of local government held by no other organisation.
- The CLGF Pacific has established a sense of trust throughout the region and the Commonwealth 'brand' is warmly regarded. There is a network of relationships based on trust and common interests. Many attendees at the PLGF made great efforts to attend, because the conference offered value to them in terms of sharing experience, learning, and reinforcing networks and contacts.
- As a networking event the PLGF attracted high profile political figures, with two Prime Ministers, two Deputy Prime Ministers and many Mayors, Permanent Secretaries and Secretaries of Ministries devoted to local and/or provincial government from across the Pacific. The PLGF attracted more than double the number of delegates than did the forum held in Honiara two years previously demonstrating its growing profile and relevance for member countries, government officials and partnering organisations. Bringing together so many local government officials into an intense learning environment was very effective and provided value for money.
- It does take time to build momentum in a programme and the CLGF Pacific is now moving at a sustained pace in effectively making progress towards most KFA outcomes.
- The sense of continuity of attendees coupled with the new arrivals at the PLGF reveal that efforts of the CLGF Pacific to weave a network of local government leaders, national agencies responsible for local government and actors from multilateral donors, NGOs and academics among others is bearing fruit.
- CLGF Pacific is well perceived by local and national government officials, multilateral organisations, NGOs and academics, as providing a highly effective programme of advocacy, enhancing local government structures, and institutional strengthening.
- There is a growing role for CLGF Pacific in integrating approaches to local economic development, community led development, service delivery, and climate change initiatives at the local level.

5.2. Operational

- CLGF and CLGF Pacific are not donor agencies and seek to stretch their own resources and leverage them with partner organisations to the maximum to meet member needs. This means that when programme staff are in-country doing programme work, such as training, they are not in a position to be working with and attending to the other requests coming in from other member countries and local authorities.
- A programme of the size and complexity of CLGF Pacific cannot focus on all KFAs at once, and activities need to be staged in such a way as to build upon one another and create a synergy which maximizes outcomes in the medium and long term. Brokering and facilitation will enable extended coverage by CLGF Pacific.
- CLGF Pacific, however, does need to regard future programming from a more strategic point of view. It is doing much in the advocacy arena and it is building much need capacity and strengthening institutions. It will make inroads to better achieving goals in Urban Planning and Management and Research and Knowledge. The question arises: *are these the right things to be doing now?* Secondly, *are these the right activities which mesh with National Strategic Plans, Provincial Government Plans and Local Government Plans?* Thirdly, *are these activities linked to New Zealand Aid Programme Outcomes?*

- CLGF Pacific has country agreements in place with all member countries and continues to work towards procuring a strategic shared plan for local government from every member state.
- A resident representative in Samoa partly funded by the local government and partly funded by CLGF Pacific has proven to be an effective model for project management. This could be considered as a model for other countries.
- Utilising resident CLGF Pacific representatives, perhaps embedded in a local government, local government association, or national ministry dedicated to local government, might be a way to keep local government front and centre in a country and multiply the benefits of CLGF Pacific programming.
- CLGF Pacific is well run with a manager respected throughout the region. There is sense of continuity in the CLGF Pacific office which is a quality that cannot be ignored as contributing to its effectiveness as an organisation. It is a harmonious collection of talents that seems well balanced, if stretched, and meet most programme demands.
- Evidence suggests that recipients of CLGF Pacific programming, training and expertise take ownership of programmes.
- CLGF Pacific does not have a Results Model and a Monitoring & Evaluation (M&E) Framework focused on outcomes that meets current good practice and international standards. The use of a Results Model is required for MFAT funded programmes.
- The M&E framework which is in place is heavily oriented to the measurement of inputs and outputs without necessarily producing the qualitative evidence necessary to substantiate outcomes.
- There are some gaps in programming which can be addressed by the measured use of outside expertise or by linking into existing programmes or resources (particularly in the Knowledge and Research KFA).
- Moreover, while there is a decided commitment on the part of everyone in the CLGF Pacific programme to achieve the outcomes in the Key Focus Areas, they recognise that there are areas that need improvement and that focus needs to shift from certain outcome areas to others. This self-awareness and introspection is positive and demonstrates that the CLGF Pacific is a responsive member-focused organisation.
- There is also the belief that an increase in funding would permit an expansion of useful programme activities. While the CLGF Pacific programme staff seems 'right sized', additional resources for one or two additional staff in the secretariat could result in an expanded programme of activities leading to achievement of outcomes.

6. Recommendations

The following recommendations are provided by the Review Team:

6.1. Programme wide

1. That the CLGF Pacific programme continue and be fully funded.
2. A refocusing of scope and increasing the brokering and facilitation role will enhance the coverage and reach of CLGF Pacific to meet demand. The refocused scope could include:
 - maintaining advocacy and relationships;
 - having a greater focus on structures, systems and processes, institutional strengthening and urban management with a combination of an extended brokering role by CLGF Pacific personnel and the use of technical specialist inputs; and
 - an increased focus on knowledge management and monitoring and evaluation.
3. This would require two additional staff with senior advisory and project management experience for the brokering and advisory role and a monitoring and evaluation specialist with information technology and communications experience.
4. More strategic planning for CLGF Pacific and member countries and local governments is called for. CLGF Pacific needs to pursue with vigour and determination the completion of country member strategies. CLGF Pacific can bring an increased focus and priority setting to the programme by further development and use of these country strategies.
5. Faced with four times more demand for projects than resources to fulfil request, a well-designed and documented strategy would assist CLGF Pacific to select those projects and activities which would contribute most directly to meeting the needs of local government and achieve the stated programme outcomes.
6. Increasing efforts to act as a brokering and facilitating agent would increase the quantity of relationships built that local government structures, systems, and relationships. By re-prioritising effort from advocacy which is near critical mass to brokering between member states will improve both effectiveness and efficiency. CLGF Pacific has proven to be an effective brokering agent when used.
7. CLGF Pacific needs to consider rebalancing its portfolio of activities to better serve the larger member states with larger numbers of local government entities, (i.e. PNG and Bougainville). CLGF Pacific needs to be mindful of the perception that programme activities throughout the region may appear to be imbalanced amongst members
8. Additional staffing should be considered in light of probable admission of Fiji back into the Commonwealth and to meet the demand and needs of stakeholders. Two additional staff with senior advisory and project management experience for the brokering and advisory role and a monitoring and evaluation specialist with information technology and communications experience are recommended for future programming. For this current phase, these skills could be contracted.
9. Better coordination with New Zealand and Australian High Commissions will assist achievement of outcomes and more staff (permanent and technical inputs) would aid effective implementation.

6.2. Advocacy and relationships

10. It is recommended the Regional and Papua New Guinea Good Practice Scheme is reinstated and / or supported by MFAT in a tailored support format. This approach to supporting development at multiple levels and building longer term relationships is highly valued by Pacific stakeholders.

6.3. Local Government structures, systems, and relationships

- 11.** An innovative approach which CLGF Pacific is currently trialling is the integrated approach or ‘whole of government’ approach to providing support for the member countries, especially in the formulation and development of their local governments’ strategic plans. The Review team advocate expanding this integrated approach to include linked planning, monitoring and evaluation activities into these integrated approaches.
- 12.** Using a systematic approach and additional technical inputs here will assist CLGF Pacific personnel to extend the coverage and reach in this area.

6.4. Local Government institutional strengthening

- 13.** Completing and using the collaborative country strategic documents as guiding priorities will assist member countries and CLGF Pacific personnel to provide targeted support and inputs over a multi-year period. Using a systematic approach and additional technical inputs here will assist CLGF Pacific personnel to extend the coverage and reach in this area.

6.5. Urban management

- 14.** There is a need for CLGF Pacific to redirect resources given the demand. CLGF Pacific can undertake a greater role of brokering technical support and work closer with Local Government New Zealand;
- 15.** The reinstatement of The Good Practice Scheme (GPS) is recommended or a tailored support programme for member countries supported by MFAT.
- 16.** Twinning programmes (GPS) and programmes with Local Government New Zealand (LGNZ) and Local Government Managers Association (LGMA) in Australia are programmes which combine capacity building, technical assistance and mentoring rolled into one, and are viewed as effective and workable programmes. The links with these organisations could be extended to increase the coverage and reach of CLGF Pacific.
- 17.** Additional staffing for CLGF Pacific and greater use of ‘as-needed’ expertise to address specific needs and gaps in expertise would increase programme activities and identify new ones which now need to be addressed (i.e. Urban Planning and Knowledge and Research).

6.6. Knowledge and research

- 18.** CLGF Pacific needs to focus more attention in the area of Knowledge and Research and mirror its expertise in brokering projects by serving as a clearinghouse for information, case studies and other information relevant to local governments in the region.
- 19.** The review team sees the need for more than just sharing of case study examples but the need to produce technical papers to guide members. Utilisation of knowledge bases in New Zealand and Australia in this medium will provide crucial guidance to member states at little cost to the CLGF Pacific in a format that is easily duplicated and applied.
- 20.** There is a need to build on the existing means for the sharing and dissemination of information. Additional case studies of a brief and informative nature are viewed as useful and needed. CLGF Pacific does not need to re-invent the wheel and explore ways with CLGF London on how to create a Knowledge Hub, from existing e-learning hubs in the development space. (i.e. [Commonwealth Foundation Knowledge Hub.](#))

6.7. Programme governance and management

21. CLGF Pacific needs to use more outsourced expertise to meet knowledge gaps, supplement staff resources and make more progress on achieving outcomes.
22. CLGF Pacific needs to look inward to examine if there is a need for staff training to enhance skills and boost performance.
23. CLGF Pacific needs to continue to focus and scope in the follow areas because of their successful track record:
 - strategic planning–supporting national-local government planning and connections
 - capacity building: training and training of trainers in financial management, planning, monitoring and review.
 - technical support and technical assistance in the fields of:
 - i. waste management
 - ii. climate change initiatives
 - iii. financial systems, ratings systems.
24. Embedding a monitoring and evaluation system that meets good practice standards and MFAT requirements is essential in the next period of this programme. To meet the MFAT standards, it is recommended that the CLGF Pacific move to the establishment of a results model and associated measurement table. This will provide a participatory approach to measure and report progress towards outcomes as well as being a useful dialogue tool for engaging with partner organisations.
25. Increasing the capability of existing staff to build results models for the CLGF Pacific programme and manage the monitoring and evaluation system will lead to enhance and documented results.
26. Staffing levels have been identified as a key concern for the CLGF Pacific going forward. Currently there is a perceived staffing shortage with 7 fulltime employees running the CLGF Pacific. In addition to considering increasing staffing capacity it is the recommendation that staff time could be better utilised through both;
 - a. operating at a strategic level in preference to the more mechanical tasks that could be done by member organisations; and
 - b. balancing travel requirements from a situation where 2-3 staff travel at once to only 1-2 traveling with an expert in a technical or brokering role.
27. It is the recommendation by Review team that both country and MFAT outcomes be explicitly incorporated into the programme. Being the sole external funder of the programme presents MFAT with the opportunity to focus the funding into areas where MFAT sees the biggest strategic gain for the CLGF Pacific in consultation with the member organisations.

6.8. Future Programme

MFAT requested the Review team to provide recommendations regarding what the programme might consider in a new phase after 2 years from now (i.e. priority areas, focused programme etc.). This also includes the programme implications should NZ Aid Programme no longer provide funding.

The Review team consider that the CLGF Pacific programme and location will increase in relevance. The programme focus which includes the rural and more remote areas within the Pacific is meeting a growing need. It is likely the demand for support will increase in the following areas.

CLGF Pacific could move to a portfolio approach to country priorities and programme work including:

- The CLGF Pacific will need to work with members and partners to ‘localise’ the Sustainable Development Goals (SDGs) which will be developed in coming months replacing the Millennium Development Goals with ones which will focus on a greater role for local government.
- CLGF Pacific needs to more actively pursue initiatives at the local government or traditional government levels relating to climate change and disaster preparation and response.
- Local Economic Development is an area of on-going work.
- Financial systems, ratings systems.
- Strategic planning—supporting national-local government planning and connections.
- Capacity building: training and training of trainers in financial management, planning, monitoring and review.
- Technical support and technical assistance in the fields of:
 - waste management
 - climate change initiatives
 - financial systems, ratings systems.
 - gender
 - urban management and service delivery.
- Peer-to-Peer programmes (i.e. Good Practice Scheme Mark II). This programme was highly appreciated in Papua New Guinea and should serve as a model for a wider Pacific initiative.

In summary, a refocusing of scope and increasing the brokering and facilitation role will enhance the coverage and reach of CLGF Pacific to meet demand. The refocused scope could include a combination of an extended brokering role by CLGF Pacific personnel and the use of technical specialist inputs; and an increased focus on knowledge management and monitoring and evaluation specialist areas. This would require two additional staff with senior advisory and project management experience for the brokering and advisory role that draws on technical expertise and a monitoring and evaluation specialist with information technology and communications experience.

If NZ Aid Programme no longer provides funding, some of the institutionalised programmes such as local government associations, strategic planning, women in leadership and training may continue. Embedding these and other programmes within member countries is and needs to continue as a focus. Without the CLGF Pacific programme the ability of member countries to access technical and capability building support will be hindered.

Appendix A: List of Data Sources

This appendix contains a list of data sources used in the Review.

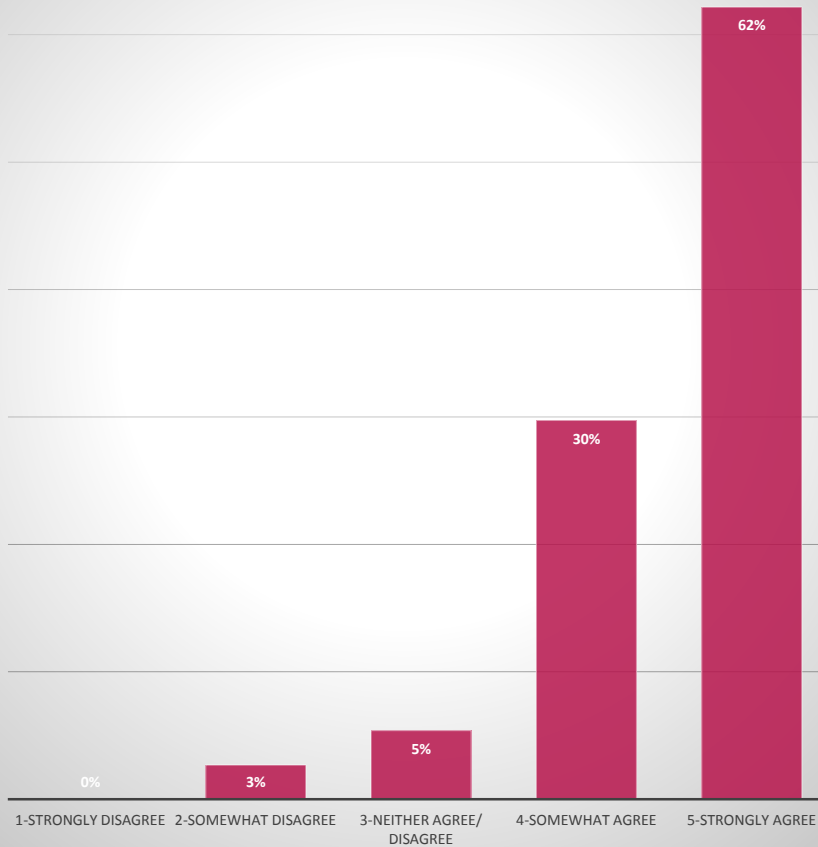
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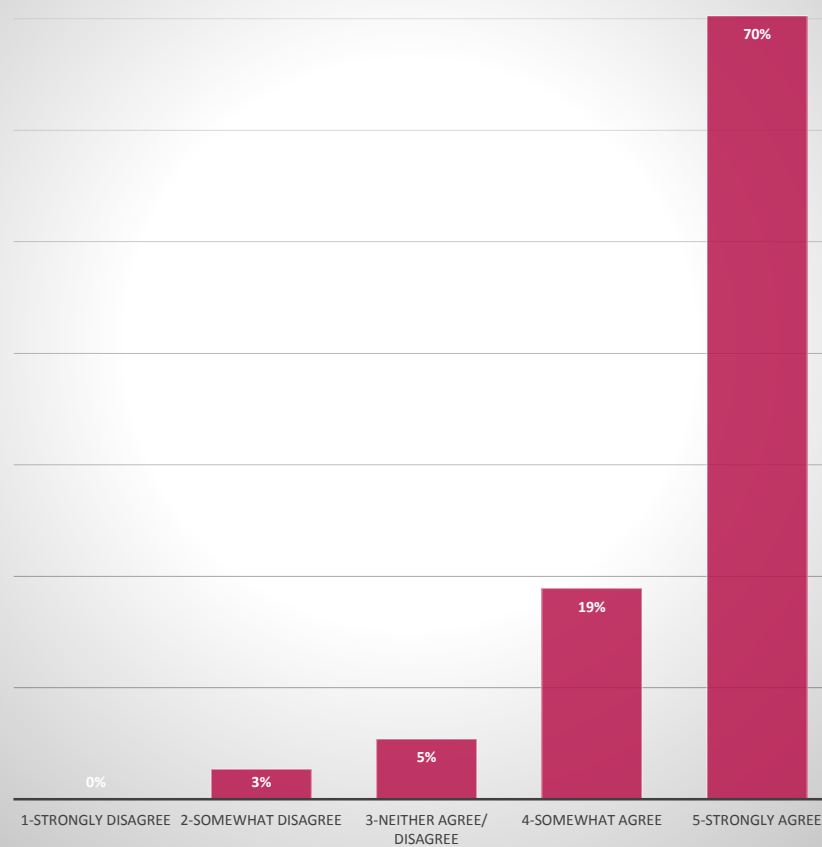
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Appendix B: Survey tallied results

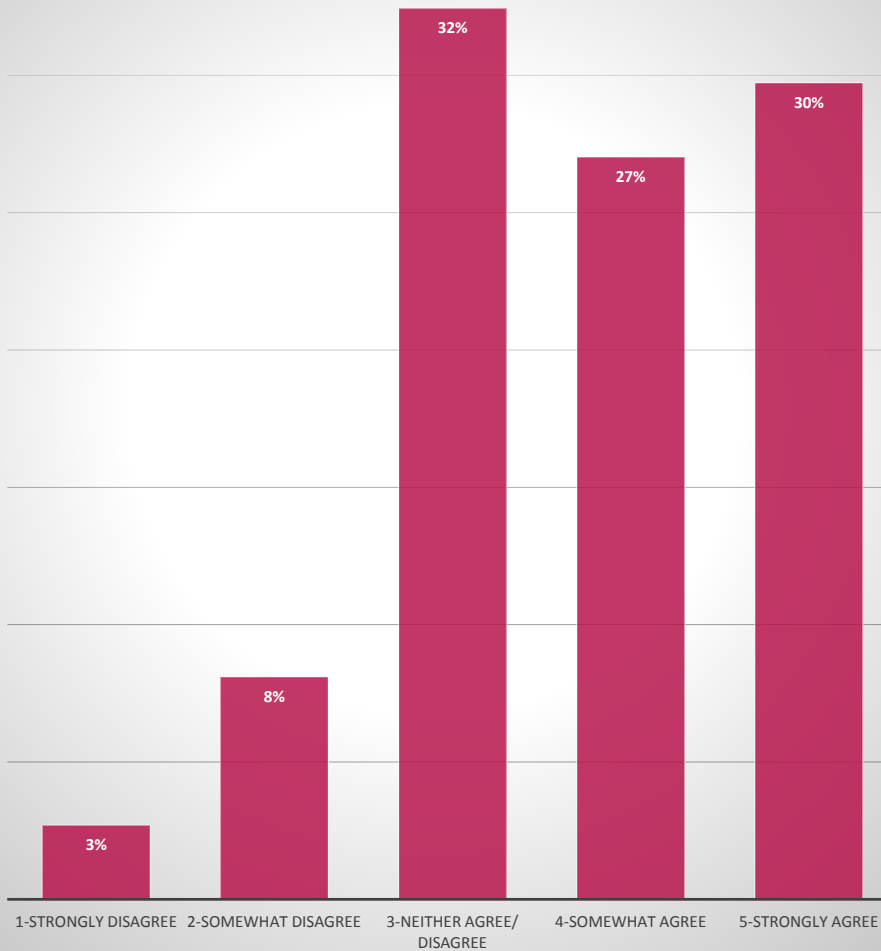
1. The CLGF has been effective at enhancing strategic partnerships and networks to influence regional and local development.



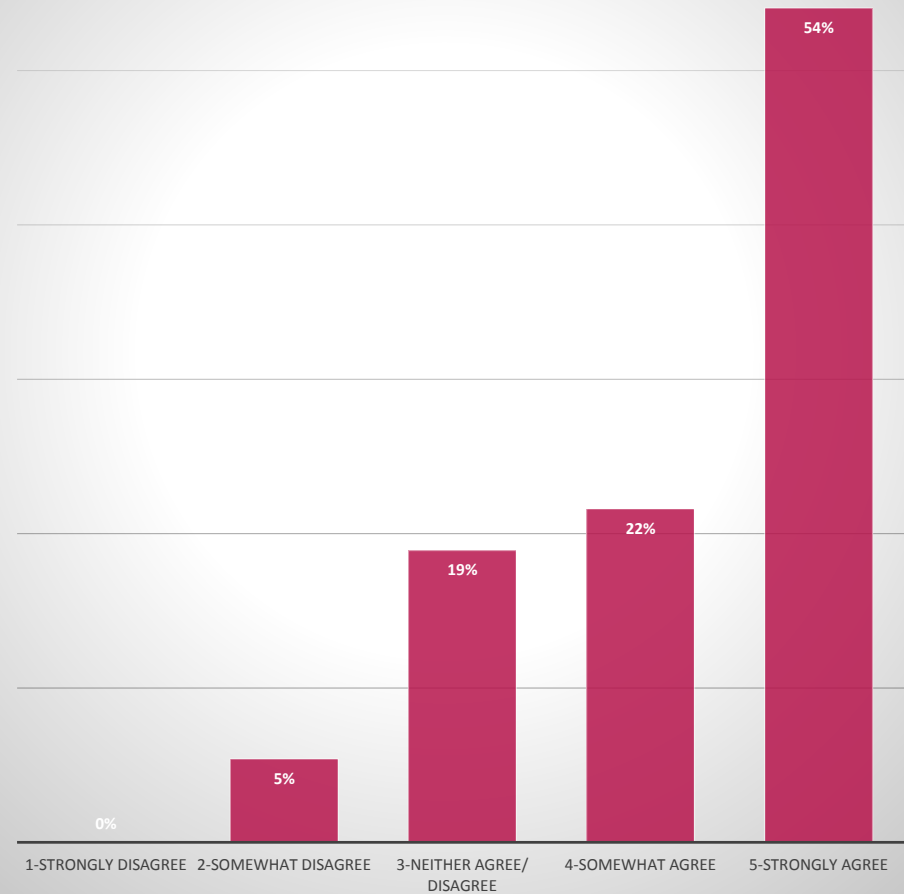
2. The CLGF has helped to establish networks and relationships to enable local governments to share their needs and learnings.



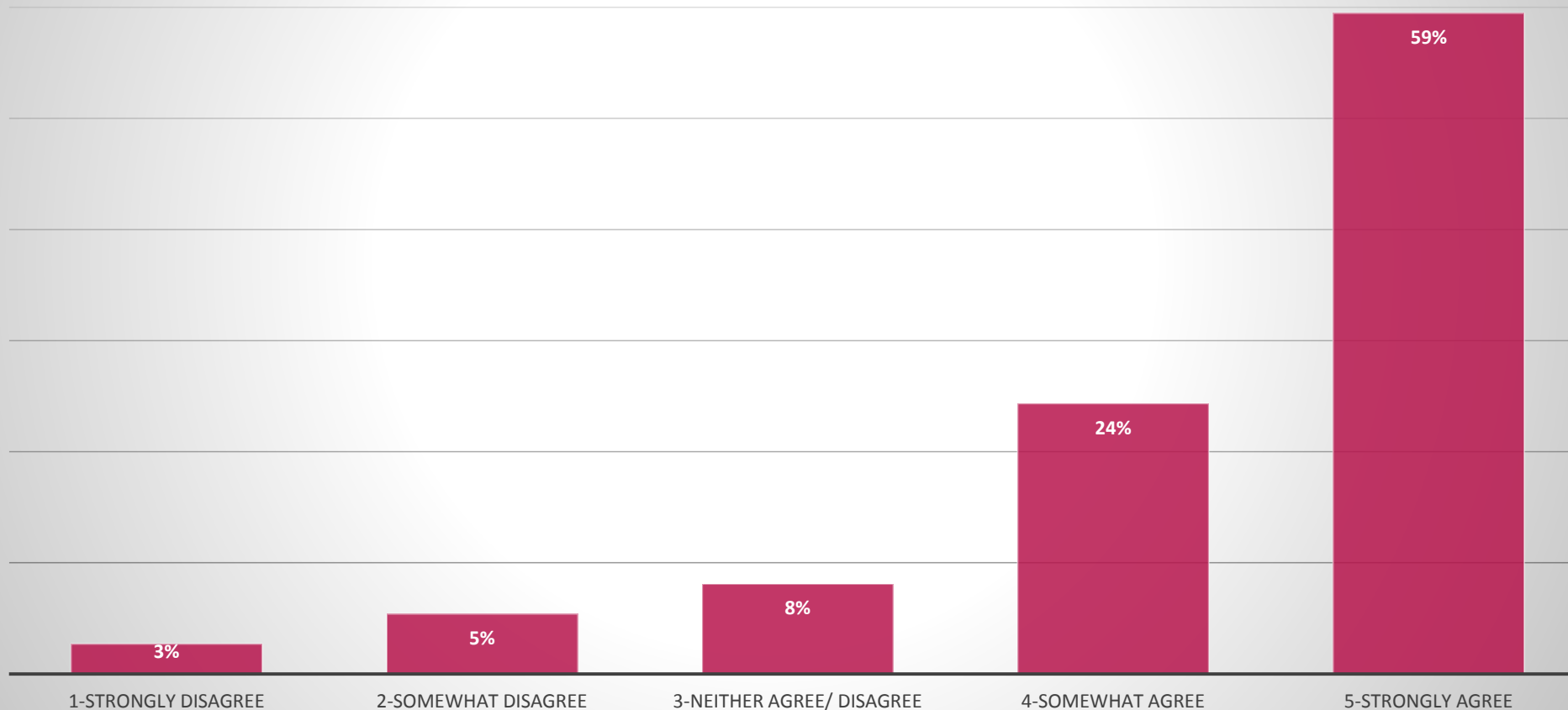
3. There are effective policies/legislative frameworks that support local government ministries and associations.



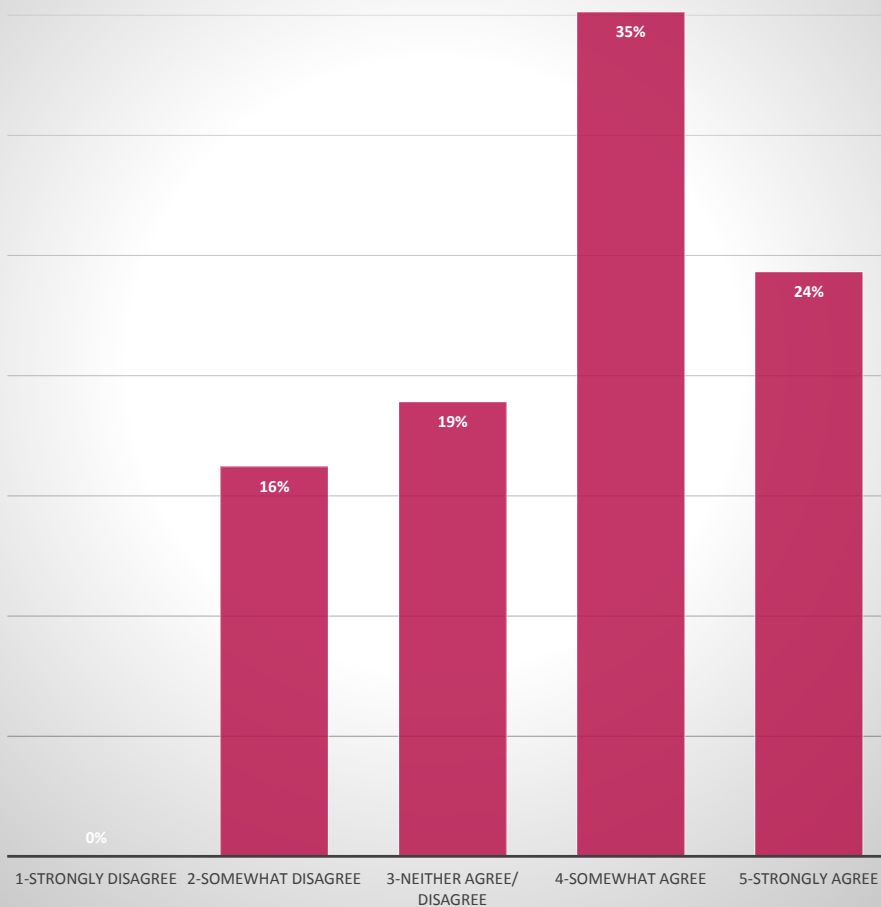
4. The CLGF have helped to support local governments to identify appropriate structures and systems to carry out local government mandated roles and responsibilities.



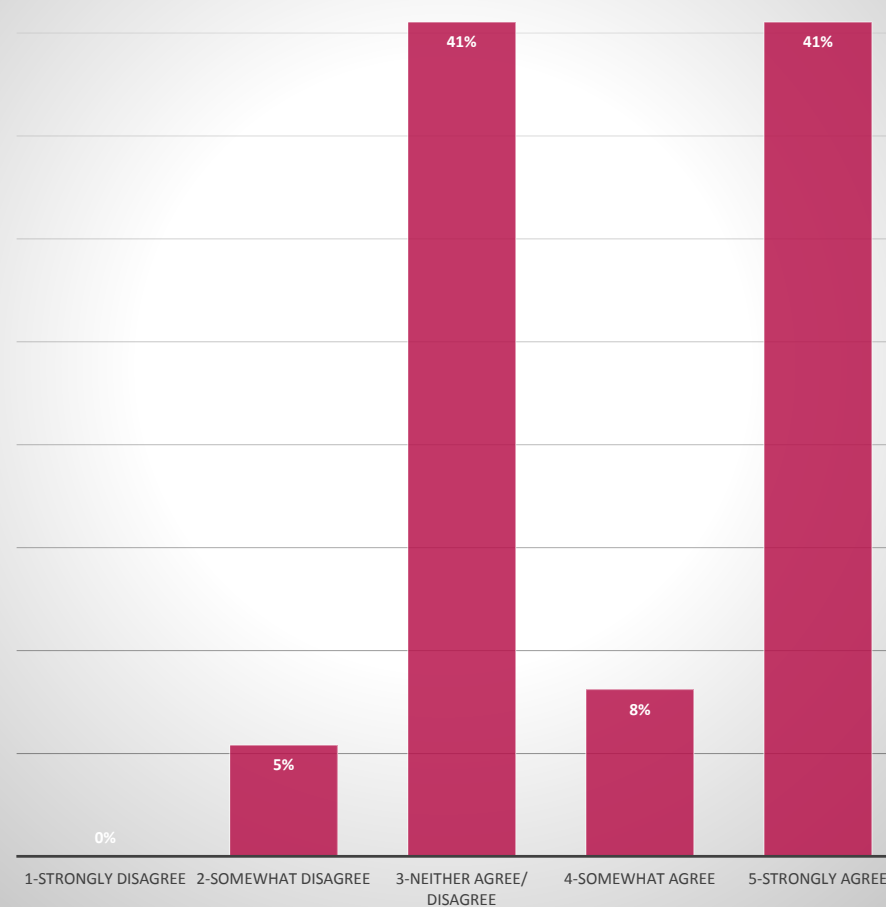
5. The CLGF have assisted government leaders/practitioners to gain access to training opportunities that address the skills and knowledge required to deliver high quality local government services.



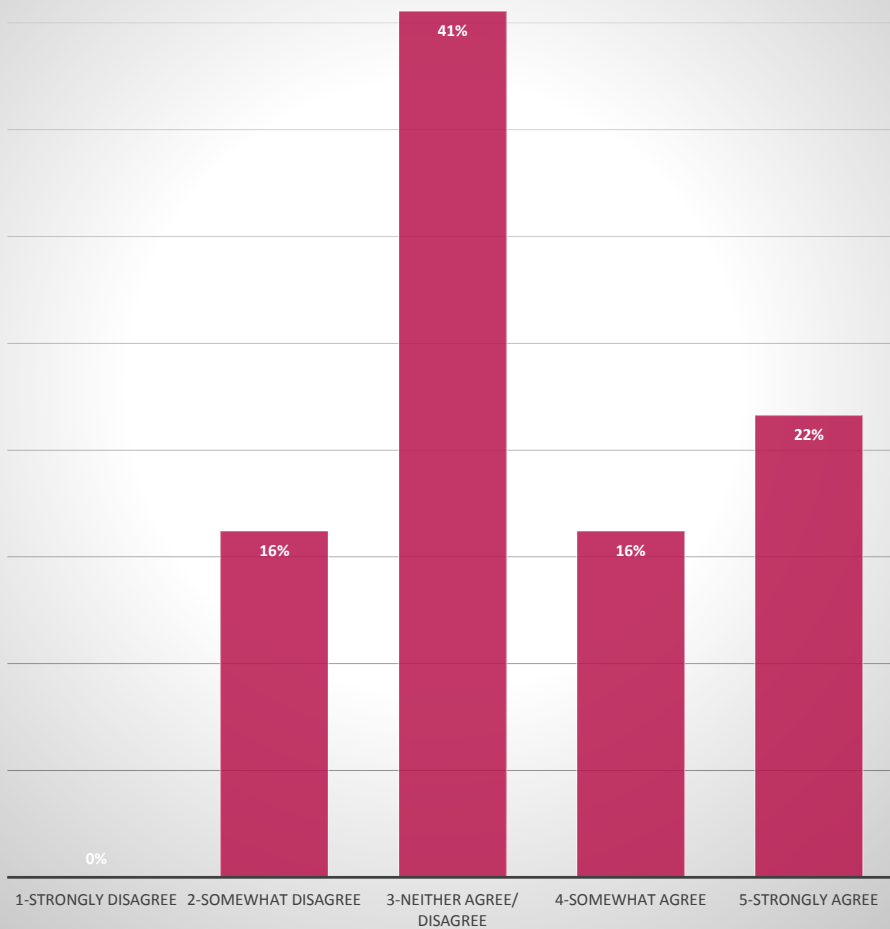
6. The CLGF have helped local governments to improve local infrastructure and service delivery.



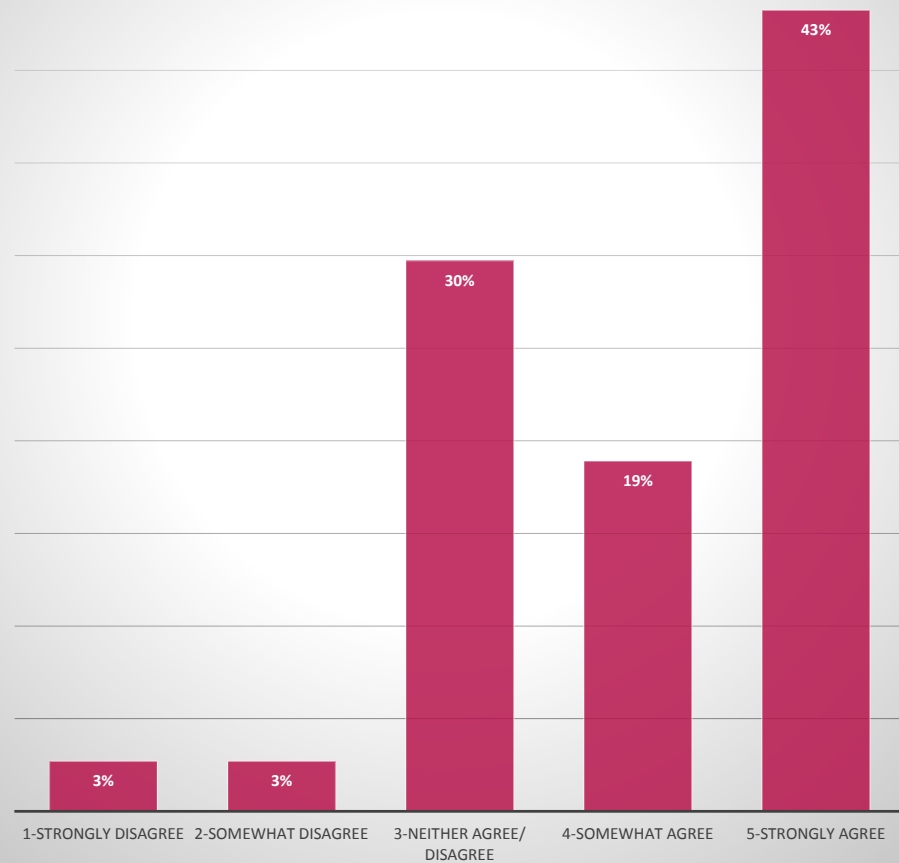
7. The CLGF has helped to ensure the role for local government to guide the development and implementation of urban policies/strategies.



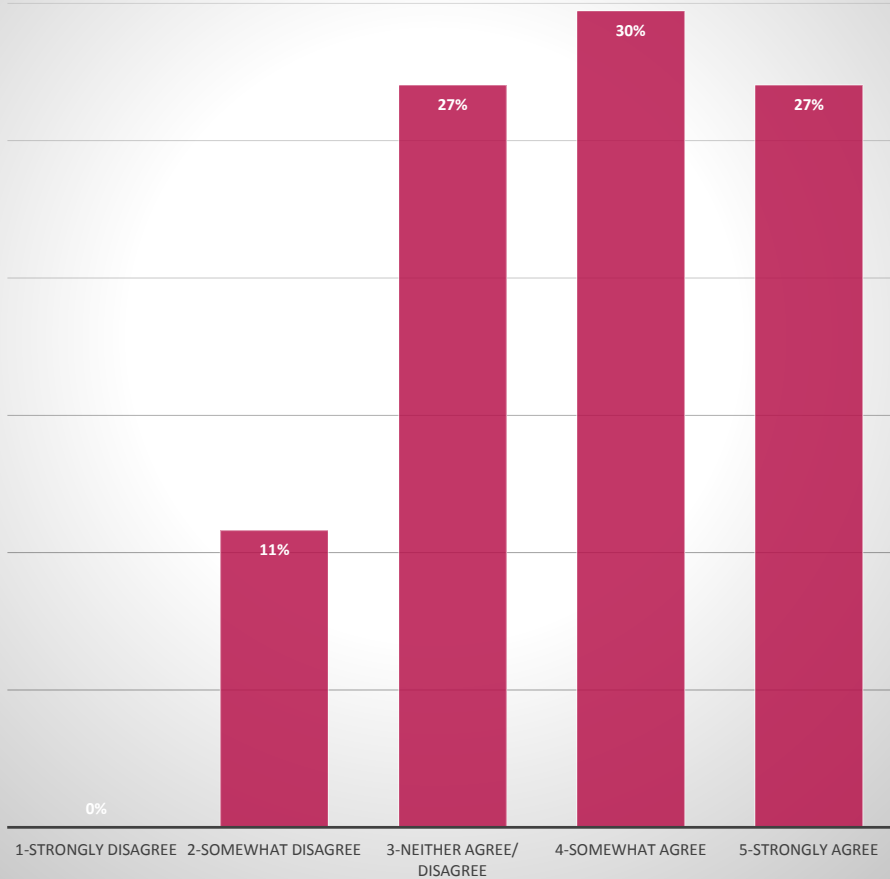
8. There is evidence of improved urban infrastructure that contribute to improved institutional change and accountability.



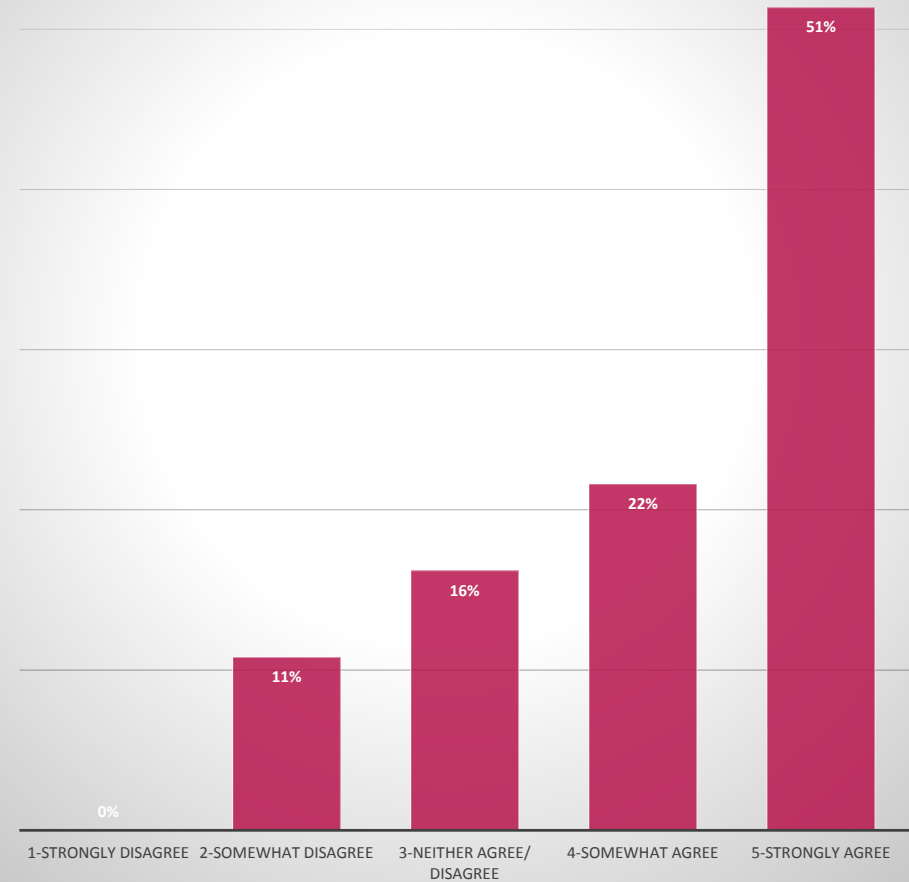
9. The CLGF has worked effectively with local governments to increase media coverage of local government issues and practices across the region.



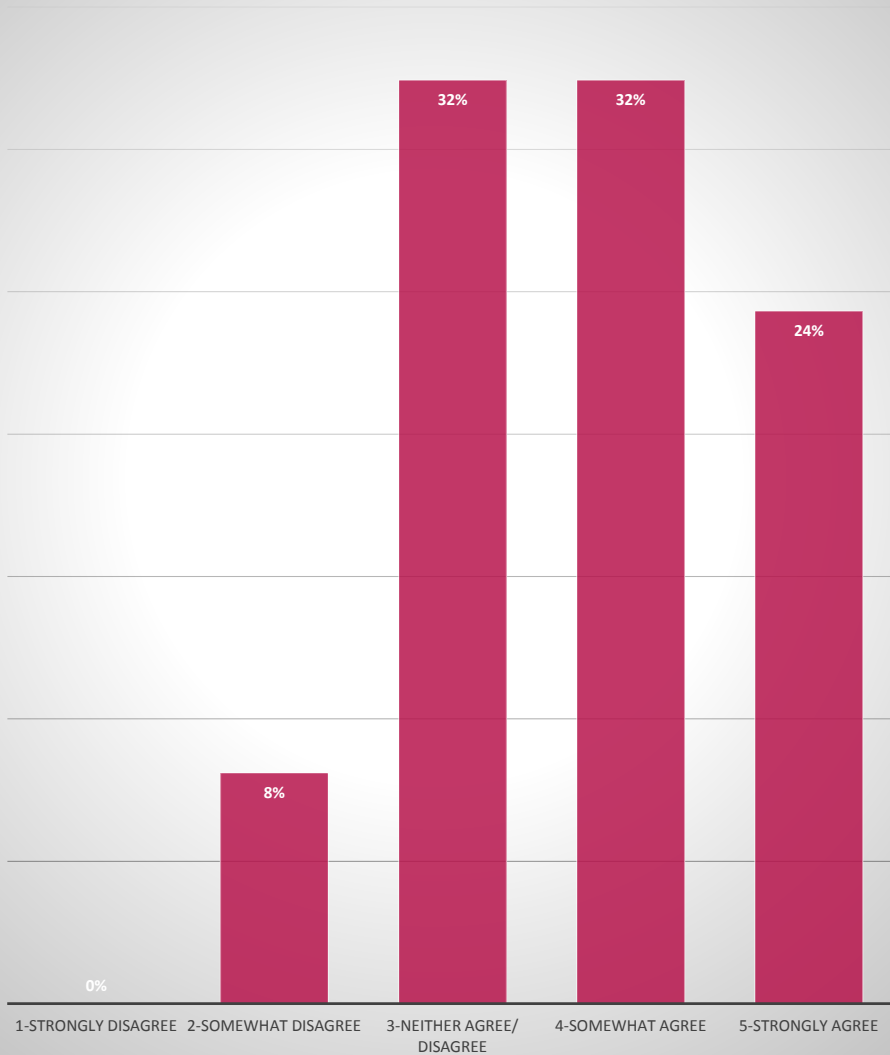
10 The CLGF has ensured that targeted research is been conducted on high-priority local government issues.



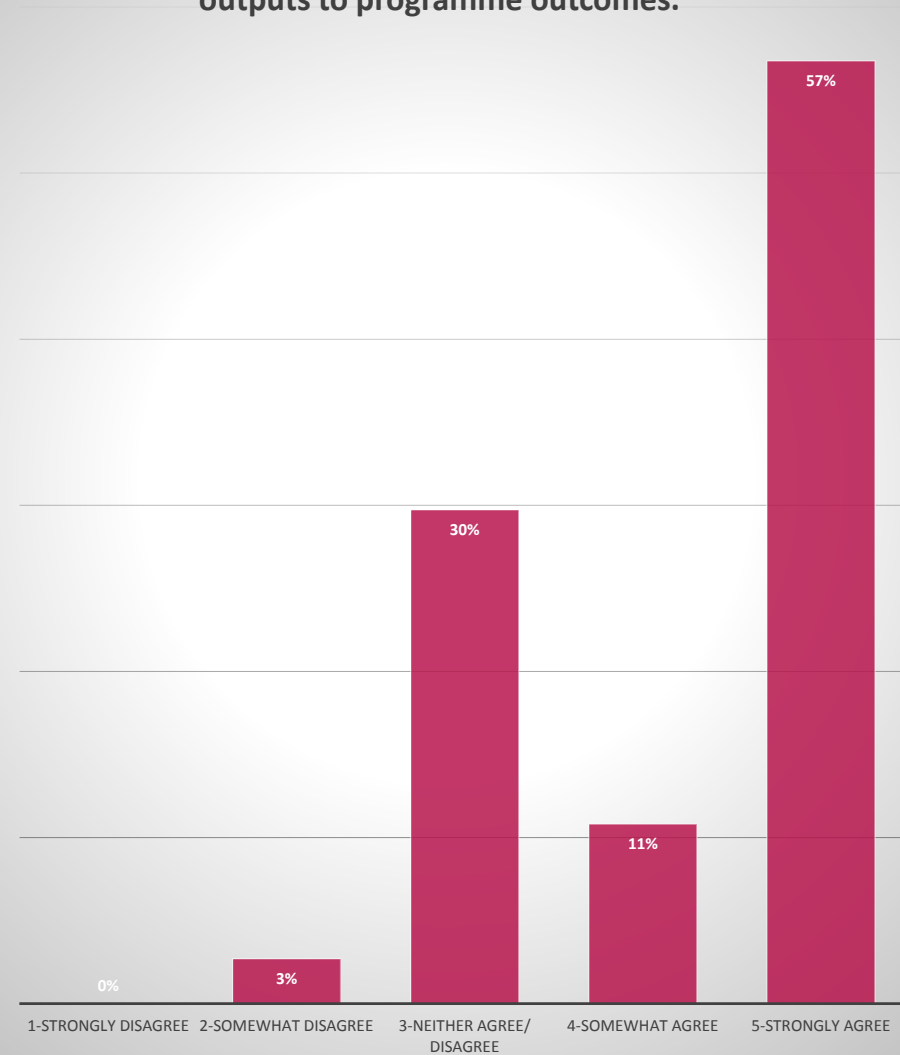
11. The CLGF is well governed and meets the needs of local governments.



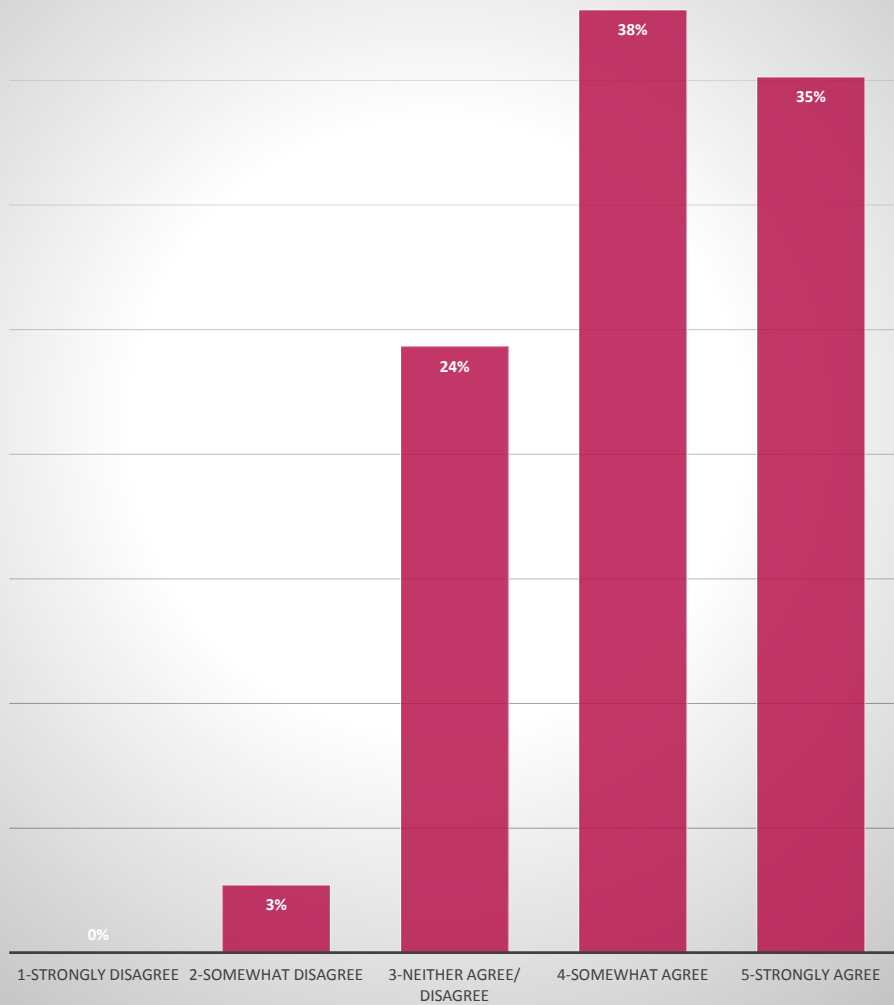
12. The CLGF has the capacity and resources to manage the current programme.



13. The CLGF has been effective in providing activities that contribute to intended programme outputs to programme outcomes.



14. The CLGF has been effective at addressing cross-cutting issues (i.e. gender, environment, sustainability, human rights).



Appendix C: Methodology and limitations of the review

Approach and methodology

This review incorporated a mixed method research design, ensuring that reliable information was gathered from multiple sources, and was informed by key stakeholders from CLGF, local governments, national government officials and other stakeholders. The data collection methods included:

- Document Review
- Development of a results-focused model
- Key stakeholder interviews
- Observations
- Stakeholder survey

This methodological approach was results-focused, collaborative, and participatory throughout all review stages. As part of our collaborative approach, we aligned our review activities prior to and alongside the PLGF in Port Moresby, Papua New Guinea 19-23 May 2014. This provided a significant opportunity to gather information from multiple stakeholders at a given point of time in one place, and to provide an avenue for further discussion with key stakeholders to gather information.

It is important to note that review activities included a visit to the CLGF regional Suva office after the PLGF. This permitted observations at the local level and interviews with CLGF programme staff.

A detailed overview of the approach and methodology for this engagement is outlined below.

Information Collection

In order to gather relevant information to assess the effectiveness and efficiency of the CLGF programme, a set of review questions was developed (see Section 2 of Appendix H).

The key review objectives and research questions/information objectives relevant to each review objective are outlined in Table 2 in Appendix H. The activities for the planning, fieldwork, analysis, and reporting are outlined. The objectives and information/review questions are those outlined in the CLGF Monitoring & Evaluation Framework in meeting objectives in the 2014 PLGF Indicative Programme (Work Plan).

Document review

A preliminary review of existing documentation to understand the current context and to gain an initial assessment of the CLGF programme was undertaken. This included, planning documentation, budgets, and reporting, (e.g. indicators, baselines, and targets) of the programme. An initial list of key documents include the following (a full list of sources can be found in Appendix A):

- 2014 PCLGF Indicative Programme
- Commonwealth Local Government Forum Pacific (CLGFP) Strategic Framework (2011-2015)
- CLGFP Work Plan (2014)
- MFAT CLGF Funding Arrangement (2011-2014)
- CLGFP Monitoring & Evaluation Framework Update
- CLGFP Progress Report (Jan-Dec 2013)
- CLGFP Progress Report (Jan-Dec 2012).

Development of results-focused model

Upon completing a review of existing documentation, the review team developed a results-focused model outlining the key activities, inputs, outputs, and outcomes of the CLGF programme. It incorporates information that currently exists from the CLGF Strategic Framework (2011-2015), the CLGF Work plan (2014) and the CLGFP Monitoring and Evaluation Framework 2013.

The results model aims to provide a clearer line of sight to determine whether key activities and inputs associated with the CLGF programme are meeting key outcomes across the local governments. It provides an important foundation and dialogue tool that was discussed with relevant stakeholders. The model is in Appendix B

Key stakeholder interviews

The PLGF provided a unique opportunity to meet multiple stakeholders in one location, and enabled the review team to undertake face-to-face interviews and discussions, and to gain stakeholder feedback that informed the review. This research approach was effective at building stakeholder rapport, creating an open forum for sharing information, and we obtained qualitative information that assisted in answering the review questions in relation to the relevancy, effectiveness, efficiency and sustainability of CLGF programmes.

We aimed to meet with at least one local government representative from each of the participating countries, the CLGF Regional Director, beneficiaries, and other stakeholder groups (e.g. Technical Advisory Panel, academics, NGO's, etc.) as outlined in the Terms of Reference. The list of organisations interviewed can be found in Appendix F. A copy of the Interview Guide is contained in the draft Evaluation Plan Appendix H.

- To align with best practice and ethical standards, each interviewee was provided with an information sheet outlining the intended review purpose, how the information would be used, and additional contact information should they require further information (see Appendix H). In addition, each interviewee completed an informed consent form (see Appendix H).
- Where face-to-face interviews were not possible, telephone interviews were undertaken with relevant stakeholders, such as the New Zealand High Commission staff who are not attending the Forum on return to New Zealand. Information sheets were distribute and consent forms obtained.
- While conducting face-to-face interviews, two interviewers were present in about 50% of the interviews. Scheduling around the PLGF conference presented challenges, and the review team had to split on some occasions to interview as many stakeholders as possible.
- We were able to conduct interviews generally with 2 representatives from each country with one or two exceptions. We feel this gave us a representative sample of those involved in the CLGF programme, and captured the necessary information necessary for the review. .

Observations

In addition to the face-to-face interviews and discussions, the review team attended most of the plenary and break-out sessions and these direct observations complimented information gathered during stakeholder interviews and provided valuable insights into the quality and sustainability of activities and progress of the CLGF programme in meeting outcomes. Please refer to the fieldwork schedule in Appendix H as well as the observation guide in Appendix H.

Stakeholder survey

In addition to the stakeholder interviews, a short stakeholder survey (paper and online) to rate progress towards results was developed prior to the fieldwork stage. The short survey of 15 questions was used to gain both quantitative and qualitative information. Distributed to approximately 50 individuals from relevant

stakeholder groups the participation rate stands at 72%. Graphs representing the responses are contained in Appendix C. Comments from the survey have also been collected and are contained in Appendix G.

Limitations of the review (and the effect of these on the review)

The review team was able to formally interview 34 stakeholders, local government and national government officials, partners, and CLGF staff during the PLGF conference in Port Moresby. The only difficulty was finding the time around a very dense and interesting programme to interview the various stakeholders. However, the team was able to interview a significant number of key stakeholders at the conference and during the field visit to Suva, Fiji where a full day of interviews was undertaken. Follow-up interviews with New Zealand High Commissions were done successfully over the telephone.

The review team feels that interviewees were uninhibited and that there were no barriers to the free and frank expression of views during the key stakeholder interviews. There was parity between males and females interviewed.

Presence of the review team at the PLGF was very valuable as there were additional informal discussions throughout the conference which were both personally rewarding and informative.

The use of a short survey approach enabled participants who have had a group interview and discussion to provide their own views. This is particularly relevant in the Pacific to ensure the voice of women and younger people are heard during the review. Roughly one third of responses were provided on-line.

Appendix D: Terms of Reference for the Evaluation

This appendix contains a copy of the terms of reference for the evaluation.

Terms of Reference for the Evaluation of Commonwealth Local Government Forum (CLGF)

Overview

This document specifies the terms of reference for the evaluation of Commonwealth Local Government Forum.

Background information

The Commonwealth Local Government Forum (CLGF) is the official Commonwealth organisation representing local government. Set up in 1994 at a time when many countries in the Commonwealth started to decentralise powers and functions from the centre to local government, CLGF brings together ministries with responsibility for local government, local government associations, and individual councils from across the 54 countries of the Commonwealth. CLGF's associate membership structure also includes academic, professional, research and training organisations with an interest in local government.

CLGF works actively with its members to promote and strengthen effective democratic local government, and to facilitate the exchange of learning and good practice across the Commonwealth. It supports the development of essential capacity for local government to play a full role in effectively addressing the global and local challenges that they face.

The Commonwealth Local Government Forum's (CLGF) involvement in the Pacific region started back in 2005. It established a sub-regional office based in Suva to provide technical assistance to local governments in Pacific Island countries.

Since its establishment, CLGF has worked actively with Pacific Island countries to promote and strengthen effective democratic local government, to build the capacity of local government to address global and local challenges in service delivery, and to facilitate the exchange of learning and good practice.

Currently there are nine member countries of CLGF - Cook Islands, Kiribati, Marshall Islands, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

Due to the positive review and indications from Pacific Island partner governments that they wished CLGF's work to continue, New Zealand has supported phase 2 of CLGF's Pacific programme since 2011.

CLGF's mission over the next five to ten years is to establish itself as the lead advocate and source of support for local government in the Pacific region, ensuring its contribution to building and sustaining vibrant, inclusive and resilient local economies and communities in the Pacific region.

CLGF's programme addresses the challenges and realities faced by local government in the Pacific region in a changing and complex environment. Local government's mandate is to provide an enabling environment for economic and social development, offer opportunities for citizens' participation in decision-making and provide a good quality of life for the people it serves. Across the Pacific, local governments are striving to do this effectively with limited capacity, managing high expectations with inadequate resources and powers.

Evaluation Plan

CLGF's five year programme was designed around six key focus areas:

- Advocacy and relationships
- Local government structures, systems and policies
- Local government institutional strengthening
- Urbanisation Management
- Knowledge and Research management
- Programme Governance and management

A key feature of CLGF's approach in the new five year programme was the development of individual country strategies that will guide CLGF's work in each member country.

Other features of the programme include:

- Engaging local government ministers as key advocates
- Increased focus on strengthening national local government departments
- Increased focus on professionalising and formalising CLGF's existing training programmes
- Increased support for pilot projects that facilitate investment in local infrastructure and economic development priorities
- Expanded technical exchange programmes through the Commonwealth Local Government Good Practice Scheme
- Establishment of an online knowledge and resource centre for local government
- Building CLGF's profile in the region to ensure strong and continued support

Since its establishment, CLGF has also developed and maintained an extensive network of partners that provide an important foundation for the sustainability of this programme and future work. Due to the broad scope of the programme, CLGF has continued to work with and through these partners based on their comparative advantage and skills. Key partners include Pacific Island Forum Secretariat (PIFS), United Nations Human Settlements Programme (UN-Habitat), and United Nations Development Programme (UNDP), Foundation of the Peoples of the South Pacific International (FSPI), University of the South Pacific (USP), University of Technology, Sydney (UT_CLGF), Local Government Managers Australia (LGMA) and Local Government New Zealand (LGNZ).

Purpose of the evaluation

The evaluation will be used to assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results. The evaluation will also assist MFAT with a decision on future funding for CLGF to assist CLGF deliver the remainder of its five year programme. An independent evaluator/ consultant or team will be selected to carry out the evaluation.

While the evaluation is taking place at the end of New Zealand's 3 year funding arrangement with CLGF, essentially it is a mid-term review of CLGF's 5 year programme/work plan. Depending on the findings of the evaluation, changes/revisions may be recommended for the final 2 years of the work plan should MFAT decide to continue funding CLGF.

Scope of the evaluation

The time period covered is two months preferably 22 April to 13 June 2014.

The scope of the evaluation includes CLGF's work in

1. Advocacy and relationships;
2. Local government structures, systems and policies;
3. Local government institutional strengthening;
4. Urban management;
5. Knowledge and research and
6. Programme governance and management

The geographic and target groups include Commonwealth Local Government Forum Pacific and local governments in the nine member countries in the Pacific - Cook Islands, Kiribati, Marshall Islands, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu town councils.

It is expected that the reviewers will conduct field visits to Suva (where CLGF is based) and at least 2 of CLGF's member countries.

Evaluation criteria and objectives

Criteria being assessed

The DAC criteria that will be assessed in this evaluation are relevance; effectiveness; efficiency and sustainability.

Objectives and evaluation questions

Below is a list of suggested questions. This is by no means an exhaustive list and should be viewed as a guide. MFAT would like the evaluators to focus particularly on the Relevance, Effectiveness and Efficiency aspects of the DAC criteria (although all criteria should be covered).

	Questions
Relevance	To what extent has the activity continued to be relevant to beneficiaries, the New Zealand Aid Programme and partner countries? Has the CLGF demonstrated sufficient relevance and performance to justify funding in the next stage? If not, why not? What changes (if any) are required to achieve better results (noting this can be drawn from lessons learned)?
Effectiveness	What progress has been made in achieving outcomes and outputs? Are cross-cutting issues being effectively addressed? What factors are enhancing or constraining progress towards intended outcomes/outputs? (e.g. management of risk)
Efficiency	Are resources being used in the best possible way in order to provide value for money? Is the modality of biennial summit meetings achieving activity outputs and outcomes? What could be done differently to improve implementation?
Sustainability	To what extent is local ownership of the Activity developing? Is CLGF working to promote sustainability in local government action? How will local governments sustain their activities after the programme finishes?

Methodology for the evaluation

Principles/approach

Consistent with the New Zealand Aid Programme evaluation principles, the evaluation will be 'utility focused', credible, timely, and relevant. The recommendations will be developed in a way so that they are actionable and presented in ways that promote learning.

In conducting the evaluation, the successful evaluation team will be transparent, independent, and operate in partnership to the greatest extent possible.

The deliverables will meet the OECD DAC Evaluation Quality Standards for Development Evaluation and the New Zealand Aid Programme Activity evaluation operational policy, guidance and templates.

The deliverables will be submitted to the CLGF Evaluation Steering Group for review and approval.

The evaluation will use a consultative approach and must be conducted in a professional and ethical manner. It will likely include:

1. Briefing/s and discussion/s of the Terms of Reference with MFAT and CLGF before commencing work;
2. Review of literature and relevant documents;
3. Preparation of an evaluation plan for approval by MFAT;
4. Undertake a consultation process with selected country based stakeholders, including but not limited to:
 - Cook Islands Pa Enea Local Government Unit,
 - Honiara City Council,
 - Local Authority Association of Vanuatu,
 - Kiribati Local Government Association,
 - Kiritimati Urban Council,
 - Marshall Island Mayors Association,
 - Ministry of Internal and Social Affairs (Kiribati),
 - Solomon Island Ministry of Provincial Government,
 - Division of Internal Affairs (Samoa),
 - Division of Local Government and Community Engagement (Tonga),
 - PNG Urban Local Government Association,
 - Department of Rural Development (Tuvalu),
 - Local Government Managers Australia,
 - Local Government New Zealand (national association),
 - New Zealand High Commission offices in member countries
5. Presentation of initial findings to selected country based stakeholders at the conclusion of the field visit;
6. Delivery of Draft Report for review by MFAT staff, stakeholders and/or external experts (if required);
7. Stakeholder feedback provided to the evaluation team for incorporation into the review; and
8. Delivery of final review incorporating stakeholder feedback.

Due to reasons of cost-effectiveness, the evaluation is expected to include telephone interviews with some stakeholders.

Evaluation Plan

Evaluation Plan

The evaluation team will develop an evaluation plan (using or being guided by the Evaluation Plan Template) before undertaking the evaluation.

The person who will approve the evaluation plan is Dr Helen Leslie, First Secretary, Regional Development, MFAT, New Zealand High Commission, Suva.

The plan may need to be redrafted if it does not meet the required standard or is unclear. The evaluation plan must be approved prior to the commencement of any field work or other substantive work. The evaluation plan is to be appended to the main written review.

The evaluation plan will describe how cross-cutting issues will be considered throughout the evaluation.

The evaluation will be constrained by Budget and this should be considered in the design described in the evaluation plan. For example, we would not expect the evaluators to visit all member countries of CLGF.

Team composition

The evaluation will be undertaken by a small team of external contractors either local and/or international.

The attributes (knowledge, skills, experience) required of the evaluation team are:

- At least one team member must be an experienced evaluator
- Strong knowledge and experience of local government systems/policy in the Pacific Region and the commonwealth context.
- Strong understanding of the challenges and opportunities associated with the work of local governments in the Pacific region.
- Ability to work after hours and meet deadlines.

The Proposal

The information in the proposal will form the basis upon which MFAT will evaluate the responses from potential providers. It will also form the basis of the evaluation plan.

All proposals from potential Suppliers must include the following information:

- A high-level work plan that will meet MFAT's evaluation objectives of the CLGF, which should include a description of the potential Supplier's recommended methodology, design and tools for the evaluation.
- These descriptions should include reasons why the potential Supplier's recommended methodology, approach and tools are the best to meet the objectives of MFAT's evaluation needs, in comparison to other approaches, etc. The potential Supplier will also identify any limitations to the proposed method/design/tools in these descriptions. Key data and information sources should also be identified along with any key assumptions made.
- How cross-cutting issues of gender, human rights and the environment will be considered throughout the evaluation.

The proposal should also include a brief demonstration of the Evaluation's understanding of the CLGF, the environment it operates in along with a short statement showing the potential Evaluator's understanding of MFAT's evaluation requirements.

Skills and experience

The proposal must also include the following information:

- Evidence of the potential Supplier's relevant background experience and qualifications
- (for example, activities, experience or credentials) in undertaking work of a similar nature – in scope, scale and value.
- Evidence of the experience and qualifications of the potential Supplier's in undertaking work using different methodologies, approaches and tools (for example, in-depth interviewing, focus groups, no-line, etc.) and across different population groups
- A description of the project team who will be working on this programme of work and their relevant qualifications and specific experience, including identifying their level of expertise.
- The contact details of three referees for whom the potential supplier's has carried out work of a similar nature – in scope and scale.
- Two samples of the reporting and any additional relevant reports that best illustrate the potential Supplier's work.

Project management

The brief proposal must also include the following information:

- A project timeframe outline identifying key phased and deliverables for the evaluation of the CLGF.
- Identification of any risks to the delivery of the evaluation programme and the Evaluation's risk mitigation strategies to overcome these.
- Demonstrated ability to manage/commit resources to manage and undertake the evaluation ensuring quality of outputs and ability to meet timelines.

Quality assurance processes, cross-cultural and ethical issues, and conflict of interest

The proposal must include the following information:

- A description of the quality assurance processes that will be implemented during the evaluation.
- A statement of professional associations and codes of ethics that your team/agency adheres to.
- Evidence of relevant background experience and qualifications in undertaking work with people from a wide range of ethnic groups of a similar nature – in scope, scale and value.
- A description of how the organisation will address any of the ethical and cultural issues posed by the evaluation.
- Comments on any conflicts of interest and proposed mechanisms for dealing with them.

Financial information

A fixed price required for delivering the evaluation of the CLGF.

An overall cost estimate breakdown for the evaluation if required.

Where applicable, the potential supplier will be required to specify the total overall price and a breakdown of the cost estimate for the evaluation by the following:

- Development, design and finalisation of the evaluation plan
- Field work
- Processing – coding, collating and analysis
- Reporting – please separately identify a cost for top-line/interim review/workshop and final review as well as a separate cost for a briefing presentation
- project management
- budget estimates
- a budget for the evaluation;
- a budget for key expenses and
- a budget for per diems

The potential Supplier must also specify the usual hourly rate for each. This would allow MFAT to estimate any additional investment for any extra work required.

Governance and management

The evaluation is commissioned by MFAT and the evaluator(s) will be accountable to MFAT

The partner government or organisation (CLGF) will contribute secretarial/logistics support.

Oversight of the evaluation process will be the responsibility of the High Commission in Suva with oversight from a steering group.

The key responsibilities of the steering group are to:

- Ensure the quality of the evaluation (refer to appendix C of the Activity Evaluation Operational Policy)
- Provide or request expert technical advice if appropriate
- Provide comments on the proposed purpose of the evaluation
- Approve the evaluation TOR (through the steering group chair)
- Act as the selection panel for an evaluation team/evaluator
- Approve the evaluation plan (through the steering group chair)
- Review the draft report
- Approve the final report (through the steering group chair)
- Make decisions and resolve issues as necessary

The steering group has no role in managing contractors

The Activity Manager (Vamarasi Mausio) is responsible for day-to-day management and administration of the evaluation. Her responsibilities include contracting (with support from WLN); briefing the evaluation team; managing feedback from reviews of the draft report; and liaising with the evaluation team throughout to ensure the evaluation is being undertaken as agreed.

Evaluation Plan

Outputs and milestones

No.	Output/milestone	Description	Due date
1	Evaluation plan	Literature review, briefing and finalised evaluation plan	1 May 2014
2	Field work complete	Field work complete and results provided to stakeholders during a stakeholder workshop	16 May 2014
3	Draft report	Preparation of the draft report and submission to MFAT	30 May 2014
4	Final report	Acceptance/approval by MFAT after any revisions of the draft are completed, and debriefing	13 June 2014

Please note the deliverable dates as outlines in the TOR are different in the signed contract which have been agreed with by MFAT.

Reporting requirements

Copies of the report are to be delivered by [hand/email/post] to Suva.

The written evaluation report is expected to be short, focused and concise.

The report must contain an abstract suitable for publishing on the New Zealand Aid Programme website. Instructions for the abstract can be found in the Evaluation Report template.

The evaluation report must meet quality standards as described in New Zealand Aid Programme Activity Evaluation Operational Policy and/or other standards stated here as agreed with partner organisations. These quality standards are based on 2010 DAC Quality Standards for Development Evaluation and New Zealand Aid Programme Activity evaluation operational policy, guideline and templates.

The draft evaluation report will be reviewed by MFAT staff, stakeholders and/or external experts. Further work or revisions of the report may be required if it is considered that the report does not meet the requirements of this TOR, if there are factual errors, if the report is incomplete, or if it is not of an acceptable standard.

It is MFAT policy to make evaluation reports publicly available (e.g. on the New Zealand Aid Programme website) unless there is prior agreement not to do so. Any information that could prevent the release of an evaluation report under the Official Information or Privacy Acts, or would breach evaluation ethical standards should not be included in the report. The final report will be approved for public release by the

Deputy Director or Development Counsellor in the team responsible for the commissioning of the evaluation.

Relevant reports and documents

Relevant documents will be provided to the evaluation team prior to the evaluation. These key documents include:

- Progress Report for the last two years of implementation
- Evaluation & Monitoring Framework

Appendix E: Key stakeholder interviews by organisation

Formal Key Stakeholder Interviews

Country	Organisation
Cook Islands	Pa Enea Division, Prime Minister's Office
Cook Islands	Island Local Government Association
Kiribati	Kiribati Local Government Association/Betio Town Council
Marshall Is.	Marshall Islands Mayors Association
Samoa	Internal Affairs Division, MWCSD
Solomon Is.	Honiara City Council
Solomon Is.	Honiara City Council
Tonga	Ministry of Internal Affairs
Tonga	Ministry of Internal Affairs
Tuvalu	Ministry of Home Affairs & Rural Development
Vanuatu	Department of Local Authorities
LGMA	Local Government Managers Australia (LGMA)
LGNZ	Local Government New Zealand (LGNZ)
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
Papua New Guinea	Performance Monitoring and Implementation, Ministry of Inter Government Relations
CLGF London	CLGF London
New Zealand	CLGF Board/LGNZ
Indonesia	Technical Specialist
Fiji	Technical Specialist
Samoa	Internal Affairs Division, MWCSD
NZHC	New Zealand High Commission, Papua New Guinea
NZHC	New Zealand High Commission, Fiji
NZHC	New Zealand High Commission, Vanuatu
NZHC	New Zealand High Commission, Solomon Islands
Bougainville	Bougainville Government Administration

Evaluation Plan

In-depth discussions with key stakeholders and key informants

Country	Organisation
Kiribati	Ministry of Internal Affairs
Kiribati	Kiribati Local Government Association/Betio Town Council
Marshall Islands	Ministry of Internal Affairs (RMI)
Marshall Islands	Marshall Islands Mayors Association
Samoa	Ministry of Women, Community & Social Development (MWCSD)
Samoa	Internal Affairs Division, MWCSD
Solomon Islands	Provincial Governance (MPGIS)
Solomon Islands	Honiara City Council
Solomon Islands	Honiara City Council
Tonga	Ministry of Internal Affairs
Tonga	Ministry of Internal Affairs
Tuvalu	Ministry of Home Affairs & Rural Development
Tuvalu	Department of Internal Affairs
Tuvalu	Funafuti Kaupule
Tuvalu	Funafuti Kaupule
Vanuatu	Department of Local Authorities
Vanuatu	Department of Local Authorities
Vanuatu	Port Vila Municipal Council
Vanuatu	Port Vila Municipal Council
Vanuatu	Local Authorities Association of Vanuatu (LAAV)
Vanuatu	Ministry of Internal Affairs
Vanuatu	Shefa Provincial Coouncil
Marshalls	Ministry of Internal Affairs
Australia	Local Government Managers Australia (LGMA)
LGNZ	Local Government New Zealand (LGNZ)
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
CLGF Pacific	CLGF Pacific
ADB Phillipnes	Asian Development Bank, Manila,
ICLEI	ICLEI - Local Governments for Sustainability - Oceania
Bouganville	Buka Urban Council
Bouganville	Bouganville Government Administration
Papua New Guinea	National Capital District Commission (NCDC)
Papua New Guinea	Performance Monitoring and Implementation, Ministry of Inter Government Relations
Papua New Guinea	Local Level Government Support Services, Department of Provincial and Local Government Affairs
CLGF London	CLGF London
Tuvalu	Govt of Tuvalu
New Zealand	CLGF Board/LGNZ
New Zealand	Academic
Australia	Academic
Indonesia	Consultant Monitoring & Evaluation
Fiji	Consultant

Evaluation Plan

Country	Organisation
Fiji	Consultant
Fiji	Gender Specialist
Samoa	Internal Affairs Division, MWCSD
UN-Habitat	UN-Habitat, Regional Office for Asia and the Pacific

Appendix F: Survey Comments

Online Survey Comments:

- Without CLGF my organization would not have the linkages it now enjoys.
- We value CLGF as an effective partner in our work with local governments.
- Local governments hardly receive the attention they deserve at both the national and regional levels hence, CLGF Pacific plays a vital role in ensuring institutional capacity building and resource mobilisation for local governments and enhancing improvements to their service delivery. And since local governments rarely have relevant institutions to turn to for technical and financial assistance, any effort to sustain CLGF Pacific is strongly recommended.
- CLGF should work closely with pacific nations and identify key officials to undertake training and exposures in well establishes local governments in Australia and New Zealand, this will improve their skills and knowledge and best management local government affairs and help effectively implement their core mandates and responsibilities. Thanks for giving me the opportunity.
- The Forum was very good but I can't really comment on CLGF overall as I have had a limited involvement. The Forum highlighted that there are many common issues facing local government across the Pacific area.
- I felt as a first time participant that the PNG conference was very effective forum.
- No idea what Q13 means! Because the CLGF programme/office is small and focused on networks/partnerships, it is extremely difficult if not impossible to establish cause and effect. Some of CLGF's most effective work took place as part of the former Honiara City project and the PNG-Australia partnerships scheme - both of which have come to an end. The regional programme is necessarily much more amorphous.
- The CLGF in Port Moresby was highly successful. It enabled people to build their networks, share experience and plan their work. It also generated a real buzz about the role of local government in development. Well done to all involved.

Paper Survey Comments:

- In relation to infrastructure for example the original UN Women Municipal markets programme was the brain child of CLGF but CLGF did not have resource mobilisation capacity at the time. But CLGF still has the best relevant network to implement such programmes.
- Most of the urban relate project are done through GPS Scheme which I'm not really involved in.
- The commitment of both donors and countries is also important to make sure the work of CLGF is delivered effectively and efficiently. The smallness and diversity of CLGF member countries pose a huge challenge to local government and CLGF.
- CLGF is vital to Pacific communities of small island nations like Samoa with limited resources and scarce assets to realise they goals and objectives for communities. Thank you CLGF!!
- CLGF has been quite understanding in responding to the special needs of some of the countries. They have been quite effective in my view in bringing out to members new trends in governance so the countries can structure their programme around what they need to do, e.g. Climate change, LED and governance in general.
- CLGF Pacific is actual organisation in the region and the only one supporting local government in the Pacific.
- The CLGF have adequately met all the required except No. 11 & 12 questions which I am not too sure otherwise very good and appreciate CLGF involvement & Co-operation.
- The CLGF may be effective in other local government programmes in the Pacific, but I have not really felt the impact of CLGF in my locality in PNG.
- The Commonwealth Local Government Forum is doing well, in underdeveloped Pacific nations. Especially in institutional strengthening, urban management remarkable programmes and workable implementation of activities. Keep up the good work.
- Use the forum to drive the regions cross cutting issues to central governments.
- CLGF to do more.
- The view of the course, it fine and it's a way to run my local level government.
- More coverage on media and also to establish some common structure in which can be adapted through CLGF Pacific on disaster and climate change.

Appendix G: Evaluation Plan

This appendix contains a copy of the evaluation plan.



Evaluation Plan
New Zealand Ministry of Foreign Affairs and Trade (MFAT)
Commonwealth Local Government Forum (CLGF) Review
MFAT CT File Reference: CON-1213-1

14 May 2014

Confidential

MFAT CLGF Review Evaluation Plan

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Project number	CT file: CON-1213-1 Koru record ID: 35116 Activity code: A10777/A01

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About this evaluation plan	
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Status	Draft, 9 May 2014
Approved by	
Approval date	

1. Introduction

Evaluation Consult (EC) is pleased to provide the Ministry of Foreign Affairs and Trade (MFAT) with this draft evaluation plan for the review of the Commonwealth Local Government Forum (CLGF). This plan outlines the approach, methodology, work plan, and deliverables that the evaluation team (consisting of EC consultants and collaborative partners) will undertake to meet the evaluation requirements requested by MFAT for the evaluation of the Commonwealth Local Government Forum.

Our approach can be summarised as follows:

- EC will ensure we are clear regarding the evaluation objectives, methodology, approach, work plan, and that the project is achievable within the proposed time frame and budget.
- We will align our evaluation activities prior to, and alongside, the upcoming Pacific Commonwealth Local Government Forum (PCLGF) from the 19-23 May, 2014 in Port Moresby under the theme Pacific Futures: Building our local communities. Bringing together over 100 local government leaders and managers from 11 member countries in the region: Cook Islands, Kiribati, Marshall Islands, Papua New Guinea (PNG), Solomon Islands, Samoa, Tonga, Tuvalu and Vanuatu as well as Australia and New Zealand. The conference presents a unique opportunity to the evaluation team to undertake key stakeholder interviews in one location and provide an opportunity for face-to-face discussion and provide stakeholder feedback. In addition, we will also be able to view activities taking place in the National Capital District, PNG. We intend to follow-up the conference with a visit to the seat of the CLGF Secretariat in Suva, Fiji to meet with CLGF personnel and with the New Zealand High Commission Regional Programme Manager.

1.1. Background and context to the activity

The CLGF, established in 1994, is the official Commonwealth organisation representing local government and supports decentralisation in Commonwealth countries from central to local government. CLGF is a member organisation bringing together all local government stakeholders that include local government associations, individual councils including the ministries of local government from the nine member countries. CLGF Pacific works with local, national, and regional stakeholders in nine Pacific Island Commonwealth Countries to strengthen local democracy, institutions, and service delivery capacity of local governments. CLGF supports networking, sharing of information, and programmes between its members and in partnership with Australia and New Zealand. Other partners include: Pacific Island Forum Secretariat (PIFS), United Nations Human Settlements Programme (UN-Habitat), and United Nations Development Programme (UNDP), Foundation of the Peoples of the South Pacific International (FSPI), University of the South Pacific (USP), University of Technology, Sydney (UT_CLGF), Local Government Managers Australia (LGMA), and Local Government New Zealand (LGNZ).

New Zealand has supported the second phase of CLGF since 2011 as the Pacific nations wanted the programme to continue on from phase 1. The regional office is located in Suva and provides support to local governments in the Pacific. The programme aims are to build more resilient, inclusive, and vibrant communities by advocacy and support for local government. CLGF supports Pacific nations to facilitate development and provide opportunities for participatory decision making to enhance the quality of life for people with limited resources living in changing environments.

1.2. Scope of the evaluation

MFAT has requested an evaluation at the end of New Zealand's 3 year funding arrangement with CLGF. This evaluation is a mid-term review of CLGF's Pacific 5 year programme/work plan. The evaluation will assess the relevancy, effectiveness, efficiency, and suitability of CLGF programme and work with local governments to achieve results. The evaluation will include a focus on cross-cutting issues including gender, human rights, and the environment. Programme changes or revisions over the next two years may be recommended based on the evaluation findings. The scope of the evaluation includes CLGF's work in:

- Advocacy and relationships
- Local government structures, systems and policies
- Local government institutional strengthening
- Urban management
- Knowledge and research
- Program governance and management.

CLGF's approach in the second phase of five year programme is the development of individual country strategies that guide CLGF's work in each member country. Other program features include: engaging local government ministers as key advocates, an increased focus on strengthening national local government departments, increased focus on professionalising and formalising CLGF's existing programs, increased support for pilot projects that facilitate investment in local infrastructure and economic development priorities, expanded technical exchange programmes through the Commonwealth Local Government Good Practice Scheme, establishment of an online knowledge and resource centre for local government, and building CLGF's profile in the region to ensure strong and continued support.

1.3. Purpose of the evaluation

The evaluation assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results. The evaluation will also assist MFAT on future funding decisions regarding CLGF, and to assist CLGF deliver the remainder of its five year programme.

While the evaluation is taking place at the end of New Zealand's 3 year funding arrangement with CLGF, essentially it is a mid-term review of CLGF's 5 year programme/work plan. Depending on evaluation findings, changes/revisions may be recommended for the final 2 years of the work plan should MFAT decide to continue funding CLGF.

1.4. New Zealand Aid Programme evaluation principles underpinning this evaluation

This evaluation plan aims to be utility focused, credible, timely, and relevant. Our approach is based on effective and on-going stakeholder collaboration. We believe that the only effective evaluation and review is one that is inclusive and deals fairly and forthrightly in responding to the questions outlined in the Terms of Reference (Appendix A), and in addressing evaluation objectives.

This evaluation plan and the evaluation activities outlined in this plan adhere to the principles and standards as described in the MFAT Activity Evaluation Operational Policy and the DAC Criteria for Evaluation Development Assistance (www.oecd.org/dac/evaluation).

We will endeavour to develop an effective collaborative partnership with MFAT Wellington, the New Zealand High Commission in Suva, the Commonwealth Local Government Forum Pacific Secretariat (CLGFPS), and other key stakeholders. We aim to be efficient in reviewing documents, conducting interviews and respecting the ethical standards and procedures established by the OECD DAC Evaluation Quality Standards for Development Evaluation, the Australasian Evaluation Society, and the American Evaluation Association.

2. Evaluation Objectives and Questions

The main objective of this review and the evaluation questions is to determine the effectiveness and efficiency of the CLGF in making progress across the following outcome objectives:

- Advocacy and relationships
- Local government structures, systems and policies
- Local government institutional strengthening
- Urban management
- Knowledge and research
- Programme governance and management.

The questions will seek to assess progress in meeting the objectives outlined in the CLGF Monitoring & Evaluation Framework and in meeting objectives in the 2014 PCLGF Indicative Programme (Work Plan).

The evaluation team will assess what has happened. The evaluation team has access to the most current work plan of the CLGF secretariat and the Monitoring and Evaluation Framework from MFAT which will serve as a cornerstone for the evaluation. A diagrammatic results model has not been provided, but the evaluation team will develop a model, which is a useful dialogue tool, for framing the evaluation questions according to DAC criteria listed below:

1. Relevancy objective: To examine the relevancy of the programme for the context and need
2. Effectiveness objective: To assess the extent of programme outputs and outcomes and any unintended results
3. Efficiency objective: To assess programme performance
4. Sustainability objective: To examine the ownership and sustainability of the results and activities
5. Lessons learned objective: To identify lessons learned for the programme stakeholders and use in decision-making.

The DAC criteria that will be assessed in this evaluation are relevance, effectiveness, efficiency and sustainability. The evaluators will focus particularly on the relevance, effectiveness, and efficiency aspects of the DAC criteria (although all criteria will be covered).

The evaluation questions are structured under the five evaluation objectives. All questions in the TOR are included as well as additional questions to establish what has been achieved and the unintended results.

3. Stakeholder Analysis

Stakeholder groups fall out into 7 categories with the annotation as Primary or Secondary source:

1. The New Zealand Ministry of Foreign Affairs and Trade Aid Programme which largely funds the Commonwealth Local Government Pacific programme (Primary)
2. The Commonwealth Local Government Forum Secretariat (Primary)
3. The various local government structures in the nine participating states (Primary)
4. Regional and international partner organizations The Pacific Capital Cities Forum – PCCF (Secondary)
5. The Pacific Local Government Association Network – PILGAN (Secondary)
6. The Technical Advisory Panel – TAP (Secondary)
7. Other multilateral organisations (UN, ADB), foundations, universities, NGOs. (Secondary).

We will be holding face-to-face interviews as much as possible in a private environment to elicit accurate and reliable responses to evaluation questions. The interview guide has been developed to answer the most relevant questions raised in the TOR. Evaluation team members have a wealth of experience operating in the Pacific environment. The fact that many of the stakeholder interviews will take place during the conference is a positive element. Stakeholders are in a reflective mood, away from the pressures of day-to-day business in their normal work environments and presumably will be more forthcoming in the interview sessions.

Stakeholders will be interviewed using a semi-structured interview guide. We will encourage stakeholders to participate in a stakeholder feedback workshop towards the end of the PCLGF to identify and reflect on emerging interview findings. We believe that by using this approach respondents and key informants will have an additional incentive to openly share reliable and accurate information.

There are a large number of delegates and interested stakeholders expected to attend the Pacific Commonwealth Local Government Forum from 19-24 May 2014 in Port Moresby. We expect to be able to meet and interview a reasonably large number to inform this evaluation. Stakeholders to be interviewed or surveyed have been identified, but have yet to be contacted. Other stakeholders will be contacted by telephone for interview and discussion.

Table 1 outlined below identifies stakeholders and outlines their interest in the evaluation, any issues or constraints and their expected involvement.

Table 1: Stakeholder analysis

Stakeholder Analysis			
Primary = P, Secondary =S			
Interest/Stake Scale		Involvement/Participation Scale	
Very High Interest or Stake	✓✓✓✓	Very High Involvement	✓✓✓✓
High Interest or Stake	✓✓✓	High Involvement	✓✓✓
Moderate Interest or Stake	✓✓	Moderate Involvement	✓✓
Low Interest or Stake	✓	Low Involvement	✓

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Stakeholder	Interest/stake	Issues/constraints	Involvement/participation
P - Pacific Commonwealth Local Government Forum Secretariat (CLGFS)	✓✓✓✓	Occupied by organising CLGF Conference, otherwise able to devote time and resources.	✓✓✓✓
P - Cook Islands Pa Enea Local Government Unit	✓✓✓✓		✓✓
P - Kiribati: Kiribati Local Government Association	✓✓✓✓		✓✓
P - Kiribati: Kirimati Urban Council	✓✓✓✓		✓✓
P - Kiribati: Ministry of Internal and Social Affairs	✓✓✓✓		✓✓
P - Marshall Islands: Marshall Islands Mayors Association	✓✓✓✓		✓✓
P - Papua New Guinea: PNG Urban Local Government Association	✓✓✓✓		✓✓✓✓
P - Papua New Guinea: National Capital District Commission	✓✓✓✓		✓✓✓✓
P - Samoa: Division of Internal Affairs	✓✓✓✓		✓✓
P - Solomon Islands: Honiara City Council (SIHCC)	✓✓✓✓	Resources devoted to recent natural disasters and recovery efforts.	✓✓✓✓
P - Tonga: Division of Local Government and Community Engagement	✓✓✓✓		✓✓
P - Tuvalu: Department of Rural Development	✓✓✓✓		✓✓
P - Vanuatu: Local Authority Association	✓✓✓✓		✓✓
S - Pacific Islands Forum Secretariat (PIFS)	✓✓		✓✓
S - UN Human Settlements Programme (UN-Habitat)	✓✓✓		✓✓
S - United Nations Development Programme (UNDP)	✓✓		✓
S - Foundation of the Peoples of the South Pacific International (FSPi)	✓✓		✓
S - University of the South Pacific (USP)	✓✓		✓

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Stakeholder	Interest/stake	Issues/constraints	Involvement/participation
S - University of Technology, Sydney (UT_CLGF)	✓✓		✓
S - Local Government Managers Australia (LGMA)	✓✓✓		✓
P - Local Government New Zealand (LGNZ)	✓✓✓		✓✓
S - New Zealand High Commission Cook Islands	✓✓✓✓		✓
P - New Zealand High Commission Fiji	✓✓✓✓		✓✓✓
S - New Zealand High Commission Marshall Islands	✓✓✓✓		✓
P - New Zealand High Commission PNG	✓✓✓✓		✓✓✓
P - New Zealand High Commission Solomon Islands	✓✓✓✓		✓
S - New Zealand High Commission Tonga	✓✓✓✓		✓
S - New Zealand High Commission Tuvalu	✓✓✓✓		✓
S - New Zealand High Commission Vanuatu	✓✓✓✓		✓

4. Detailed Description of Evaluation Methods and Design

4.1. Intended Results of the Activity

The activities outlined in the CLGF Work Plan and other programme documents will be used as the base document for building the intended results model.

The key results areas include:

- Advocacy and relationships
- Local government structures, systems and policies
- Local government institutional strengthening
- Urban management
- Knowledge and research
- Programme governance and management

The key outcomes will form the basis of the results model and the evaluation questions. The resulting model will also provide guidance for targets, indicators and existing data that will also guide interviewing and analysis. A diagrammatic results model will be developed based on the existing CLGF Regional M&E Framework prior to the fieldwork. We will also use results frameworks developed by CLGF and partner countries during M&E training and strategic planning workshops.

4.2. Information Collection

In order to gather relevant information to assess the effectiveness and efficiency of the CLGF programme, a set of evaluation questions have been developed (see Section 2).

The key evaluation objectives and research questions/information objectives relevant to each evaluation objective are outlined in Table 2. This table has been adapted from the New Zealand Aid Evaluation Plan Template. The activities for the planning, fieldwork, analysis, and reporting are outlined. The objectives and information/evaluation questions are those outlined in the CLGF Monitoring & Evaluation Framework in meeting objectives in the 2014 PLGF Indicative Programme (Work Plan).

The methodology will be based on a mixed method research design which is outlined in Sections 4.3 – 4.7

Table 2: Evaluation Questions

The following table has been adapted from MFAT's Evaluation Plan Template (p.5).

Evaluation Plan

Evaluation Objectives	Research Questions	Planning and Fieldwork					Analysis and Reporting			
		Document review	Results frameworks	Interviews / group discussion	Observations	Stakeholder survey	Analysis - Stakeholder feedback	Analysis - mixed method	Reporting	Using information
Relevancy objective: To examine the relevancy of the programme for the context and need	1. What was the context and need for CLGF? a. beneficiaries b. partner countries c. the New Zealand Aid Programme?	✓	✓	✓		✓	✓	✓	✓	✓
	2. What are the intended inputs and results (outputs and outcomes) from CLGF?	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3. How are cross-cutting areas: gender; environment; sustainability, and human rights being incorporated within CLGF?	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4. To what extent does the activity continued to be relevant to: 5. beneficiaries 6. partner countries 7. the New Zealand Aid Programme	✓	✓	✓	✓	✓	✓	✓	✓	
Effectiveness objective: To assess the extent of programme outputs and outcomes	8. What programme activities have been undertaken?	✓	✓	✓	✓	✓	✓	✓	✓	✓
	9. What progress has been made in achieving outcomes and outputs?	✓	✓	✓	✓	✓		✓	✓	✓
	10. Are cross-cutting issues being effectively addressed?			✓	✓	✓	✓	✓	✓	✓
	11. What factors are enhancing or constraining progress towards intended outcomes/outputs? (e.g. management of risk)	✓	✓	✓	✓	✓	✓	✓	✓	✓

Evaluation Plan

	12. Are there any unintended results or impacts from CLGF activities and programmes?			✓	✓	✓		✓	✓	✓
Evaluation Objectives	Research Questions	Planning and Fieldwork					Analysis and Reporting			
		Document review	Results frameworks	Interviews / group discussion	Observations	Stakeholder survey	Analysis - Stakeholder feedback	Analysis - mixed method	Reporting	Using information
Efficiency objective: To assess the performance of the programme	13. How efficient are the programme activities in contributing to intended outputs and outcomes? (including gender, environment, human rights)	✓		✓	✓	✓	✓	✓	✓	✓
	14. Is the modality of biennial summit meetings achieving activity outputs and outcomes?			✓		✓	✓	✓	✓	
	15. Are resources being used in the best possible way in order to provide value for money?	✓	✓	✓		✓	✓	✓		✓
	16. What could be done differently to improve implementation?			✓	✓	✓	✓	✓	✓	
Sustainability objective: To examine the ownership and sustainability of the results and activities	17. To what extent is local ownership of the activity developing?			✓		✓	✓	✓	✓	✓
	18. Is CLGF working to promote sustainability in local government action?	✓	✓	✓	✓	✓	✓	✓	✓	✓
	19. How will local governments sustain their activities after the programme finishes?			✓		✓	✓	✓	✓	
Lessons learned objective: To identify lessons learned for the programme stakeholders and use in decision-making	20. What are the lessons learned for stakeholders from the activities, processes, and results?			✓		✓	✓	✓	✓	✓
	21. What are the lessons learned for the cross-cutting areas: gender; environment, and human rights from the programme?			✓	✓	✓	✓	✓	✓	✓

Evaluation Plan

	<p>22. Has the CLGF demonstrated sufficient relevance and performance to justify funding in the next stage? Why?</p>			✓	✓	✓	✓	✓	✓	✓
	<p>23. What changes (if any) are required to achieve better results</p>			✓		✓	✓	✓	✓	

4.3. Approach and methodology

As outlined in Section 4.2, this evaluation will incorporate a mixed method research design, ensuring that reliable information is gathered from multiple sources, and is informed by key stakeholders from CLGF local governments. The data collection methods will include:

- Document Review
- Development of a results-focused model
- Key stakeholder interviews
- Observations
- Stakeholder survey

This methodological approach will be results-focused, collaborative, and participatory throughout all evaluation stages. As part of our collaborative approach, we will align our evaluation activities prior to and alongside the upcoming PCLGF in Port Moresby, Papua New Guinea. This will provide a significant opportunity to gather information from multiple stakeholders at a given point of time, and to provide an avenue for further discussion with key stakeholders to gather information.

It is important to note that evaluation activities will include a visit to the CLGF regional Suva office after the upcoming PCLGF. This will involve observations and discussions with communities at local level and interviews with regional office staff and Technical Advisory Panel where possible.

A detailed overview of the approach and methodology for this engagement is outlined below.

4.4. Document review

A preliminary review of existing documentation will be important to understand the current context and to gain an initial assessment of the CLGF programme. This may include, but is not limited to, planning documentation, budgets, and reporting, (e.g. indicators, baselines, and targets) of the programme. An initial list of key documents include the following:

- 2014 PCLGF Indicative Programme
- Commonwealth Local Government Forum Pacific (CLGFP) Strategic Framework (2011-2015)
- CLGFP Workplan (2014)
- MFAT CLGF Funding Arrangement (2011-2014)
- CLGFP Monitoring & Evaluation Framework Update
- CLGFP Progress Report (Jan-Dec 2013)
- CLGFP Progress Report (Jan-Dec 2012).

It is important to note that additional documentation may be gathered from relevant stakeholders from local governments and will reviewed to develop the results-focused model and to gain further understanding of the current context and processes in relation to planning, monitoring, and reporting of the CLGFP programme.

4.5. Development of results-focused model

Upon completing a review of existing documentation, the evaluation team will develop a results-focused model outlining the key activities, inputs, outputs, and outcomes of the CLGF programme. It will specifically incorporate information that currently exists from the CLGF Strategic Framework (2011-2015) and the CLGF Work plan (2014).

The results model aims to provide a clearer line of sight of whether key activities and inputs associated with the CLGF programme are meeting key outcomes across the local governments. It will provide an important foundation and dialogue tool that will be discussed with relevant stakeholders. It is recognised that agreement between stakeholders will be important during each evaluation stage, and therefore, will be a key discussion point during the early evaluation stage. A diagrammatic example of a results-focused model is shown in Figure 1.

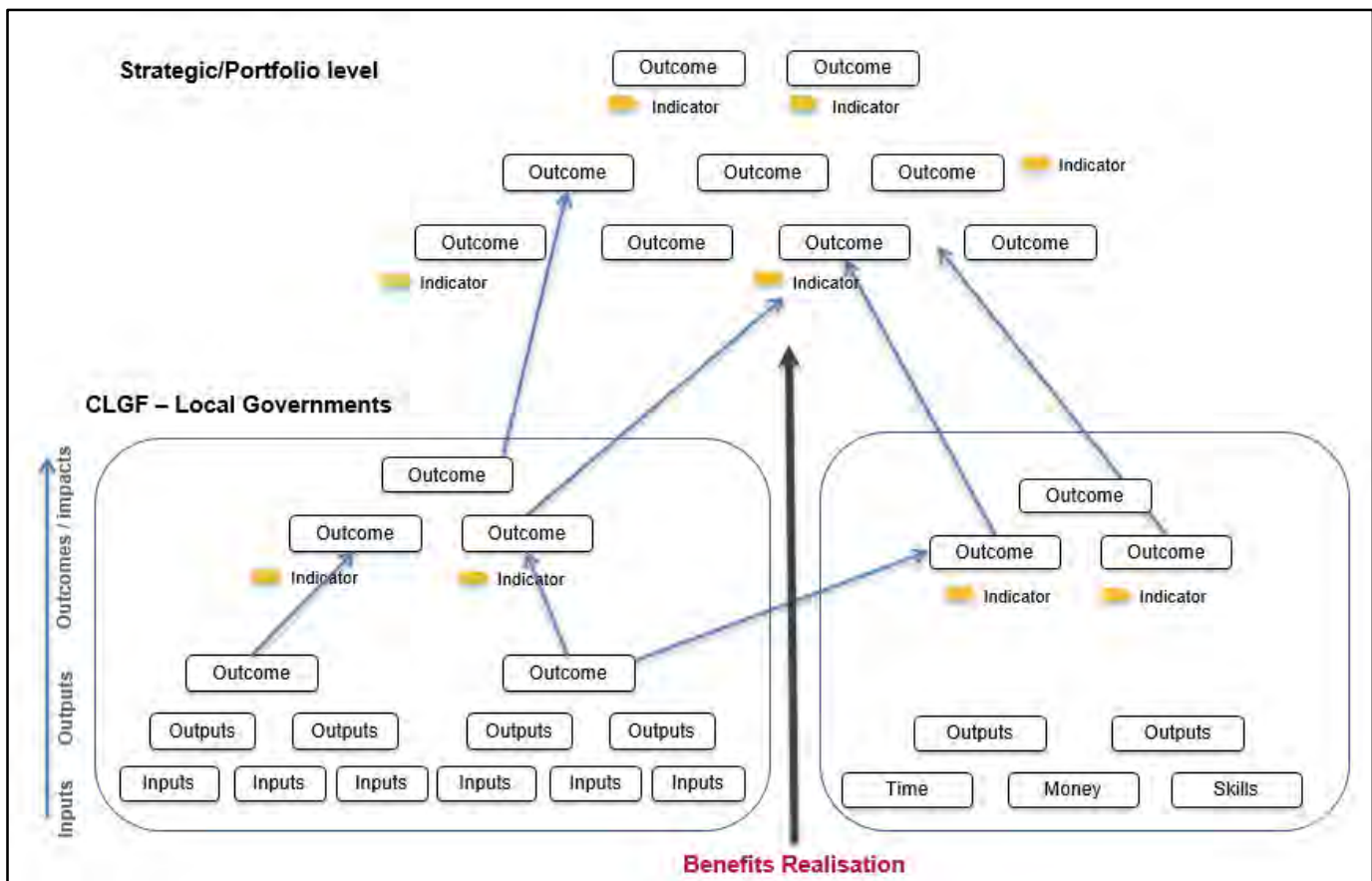


Figure 1. Example of an integrated results-focused programme model.

4.6. Key stakeholder interviews

The PLGF provides a unique opportunity to meet multiple stakeholders in one location, and will enable the evaluation team to undertake face-to-face interviews and discussions, and to gain stakeholder feedback that will inform the evaluation. From our experience, this research approach is effective at building stakeholder rapport, creating an open forum for sharing information, and obtaining qualitative information that will assist in answering the evaluation questions in relation to the relevancy, effectiveness, and efficiency of CLGF programme.

Our aim is to meet with at least one local government representative from each of the participating countries, the CLGF Regional Director, beneficiaries, and other stakeholder groups (e.g. Technical Assistance Panel, Academics, NGO's, etc.) as outlined in the Terms of Reference. A draft list of potential interview questions is outlined in Appendix B.

- To align with best practice and ethical standards, each interviewee will be provided with an information sheet outlining the intended evaluation purpose, how the information will be used, and additional contact information should they require further information (see Appendix C). In addition, they will be required to complete an informed consent form (see Appendix D).
- It is recognised that countries involved in the CLGF are from the Pacific region, and there are cultural sensitivities that need to be considered when interviewing respondents. As such, a story-based technique appropriate to the Pacific, which is referred to as *talanoa*⁶ (a verbal conversation or an oral discussion between two or more people) will be adopted. From a Pacific world view, talanoa has various meanings. Talanoa varies from having a casual conversation to serious discussions amongst family and community members and others. Talanoa can be used as a tool to retrieve knowledge when researching the Pacific community. This style promotes an open sharing forum for discussion. Indeed, instead of asking interview type questions one after the other, the conversation is on-going until it comes to a point where the conversation ceases.
- Where face-to-face interviews are not possible, telephone interviews/discussions will be undertaken with relevant stakeholders, such as the New Zealand High Commission staff who are not attending the Forum on return to New Zealand.
- While conducting face-to-face interviews, two interviewers will be present. This will ensure that information can be captured and is a reliable representation of what was discussed or raised.
- It is the view that conducting interviews or discussions with approximately 1-2 representatives from each country will provide a representative sample of those involved in the CLGF programme, and will capture the necessary information within the scope of this evaluation.

Overall, our evaluation team are experienced specialists in conducting interviews, and understand the cultural sensitivities that will require consideration.

4.7. Observations

In addition to the face-to-face interviews and discussions, our evaluation team will conduct direct observations through fieldwork at organisation, project, site visits as well as at the CLGF conference. This approach is aimed at complimenting information gathered during stakeholder interviews and will provide additional insight into the quality and sustainability of progress of the CLGF programme. Please refer to the fieldwork schedule in Appendix E as well as the observation guide in Appendix H.

4.8. Stakeholder survey

In addition to the stakeholder interviews, a short stakeholder survey (paper and online) to rate progress towards results will be developed prior to the fieldwork stage. The short survey will be used as a data collection tool to gain both quantitative and qualitative information, and will be distributed to approximately 50 individuals from relevant stakeholder groups. The survey will cover the key focus areas, and cross-cutting issues to ascertain progress, and identify areas for extension and enhancement.

From our experience, this approach enable key stakeholders to provide their own input and perceptions of how efficient and effective the CLGF programme is at achieving its intended outcomes. It can also be a useful tool to confirm information that is raised during interviews or discussions.

⁶ Su'a-Tavila, A. (2010). *Addressing Cultural Barriers to Enhance the Promotion of Healthy Eating within the Samoan Community*. Unpublished Doctor of Philosophy thesis, Victoria University of Wellington.

5. Data/Information Analysis

Analysing information from the data collection stage in a reliable manner will be important to inform the evaluation findings to be incorporated in the final report. We will undertake the following for each of our approaches:

- Stakeholder interviews will be recorded and notes taken by a two person team. The interviews will be digitally recorded. The recordings will only be used by the evaluation team as a supplement to the interview notes. “In Full” transcripts will not be produced, however pertinent and meaningful verbatim quotes may be captured by the team for the inclusion in the final report. The interviews will be coded under evaluation questions and analysed thematically.
- Observational findings will be recorded using the observation sheet and will be analysed in relation to the key evaluation questions. Key themes that are identified during these observations will be identified.
- Survey results will be collated through survey monkey (an online survey programme), and analysed for trends to triangulate findings obtained from the interviews and the document review. Verbatim quotes that are regularly reported from respondents from qualitative open-ended responses may be included in the final report.

6. Cross-cutting Issues

The evaluation will incorporate activities focusing on gender, sustainability, the environment, and human rights which are embedded as important cross-cutting areas within the CLGF. We will include a specific focus on areas such as gender outcomes which is particularly relevant in the Pacific region. These cross-cutting issues will be incorporated both as mainstream evaluation questions and assessed specifically where there has been a focus on specific outcomes for gender (i.e. FLOW – Funding Leadership Opportunities For Women – outcomes 3: local government) and environment (i.e. urban management).

Questions focused on these cross-cutting issues have been specifically incorporated in the interview guide (see Appendix B).

7. Ethical Considerations

Evaluation Consult takes seriously its ethical and professional obligations. As a professional evaluative organisation, we are bound and subscribe to the code of ethics of Aotearoa New Zealand Evaluation Association (ANZEA), Social Policy Evaluation and Research (SPEAR), and the Association of Social Science Researchers and the Australasian Evaluation Society (AES).

We also subscribe to the Information Privacy Principles of the Privacy Commissioner, to ensure that we are fully compliant with the Privacy Act 1993.

Any data that is collected during this evaluation will be consolidated to protect the participant confidentiality, except where authority is expressly given by the participant with full understanding of how it will be used.

Our data collection process will be conducted with due consideration. Participants will be aware of how their responses will be used, and interviewee consent forms will be obtained.

The combined use of confidential interviews and aggregated data techniques will use to ensure the following priorities:

- That participants are aware of the use of data.
- That their confidentiality is retained.
- That the source of the data has integrity, is accurate and used correctly.
- That the data is only used for its intended purpose and is not retained for longer than is necessary.
- That there are not unique identifiers that could potentially breach participant confidentiality.

Additionally, Evaluation Consult has organisational policies and principles for data storage and security that strengthen its level of ethical and privacy compliance. Data security, sovereignty, and privacy are maintained through the use of a local secure-server that can only be accessed within a Virtual Private Network. The server acts as the primary storage device, with regular back-ups and a disaster management plan in place. The server also acts as a central control point, administering additional controls such as the ability to restrict access to data with certain security and privacy priorities.

8. Limitations, Risks and Constraints

Table 3: This table outlines potential or actual risks, limitations and constraints.

Risk/limitation/constraint	Likely effect on evaluation	How this will be managed/mitigated
Availability of key informants	If there is a limited number of key informants to be interviewed, this may result in insufficient information being gathered. Further, the information may not provide a reliable representation of what is occurring in the CLGF programme.	Prior organisation and contact with stakeholders and key informants will be important to ensure that stakeholders understand the purpose of the interviews, sign consent, and are willing to openly share their opinions and thoughts. Having two team members available to conduct interviews and being flexible and pro-active in scheduling would mitigate this issue. The use of multiple data collection sources will assist in triangulating interview findings.
Stakeholders not feeling comfortable to discuss their opinions/thoughts during interviews.	Possibility of receiving incomplete or responses that lack precision and detail.	Using talanoa (a verbal conversation or an oral discussion between two or more people) has been shown to be an effective approach that works with Pacific stakeholders for interviewing given their preference for verbal interactions. Both evaluation team members have lived and worked in Pacific Island countries, and they are culturally sensitive to individuals in different countries. The evaluation team comprises both female and male members which creates an environment for gender balance and recognises the sensitivities of respondents.
Keeping to the project timeline and managing the scope of the evaluation.	Missing important deadlines and delay in meeting key deliverables.	Kate Averill is an experienced evaluator and is used to managing the scope of small to large evaluation projects. Michael Hamilton has strong project management skills. The combination of their skills will ensure timely and quality using participatory approaches. Project updates will be regularly provided to MFAT to ensure deliverables are met within the contract agreement.
Documentation requests unfilled or incomplete	Would seriously impair the evaluation and delay the ability to meet key deliverables.	The evaluation team will be proactive in ensuring that key documents are obtained and reviewed prior to in-country visits. The collaborative approach of the evaluation team and our strengths-based approach should remove any risk of this occurring.

The evaluation will have a limitation in that only two countries will have field visits undertaken. However, this will be mitigated by use of existing documentation and interviews with key stakeholders.

The use of the PCLGF to interview a wider stakeholder group face-to-face is important and preferable in the Pacific, and to facilitate dialogue on the findings and receiving stakeholder feedback.

The use of a short survey approach will also enable participants who have had a group interview and discussion to provide their own views. This is particularly relevant in the Pacific to ensure the voice of women and younger people are heard during the evaluation.

9. Evaluation Stages and Timeline

9.1. Evaluation stages

The evaluation will be undertaken in the following stages:

9.1.1. Stage one: Development and finalisation of evaluation plan (5-9 May 2014)

This stage will include:

- **Briefing and discussions with evaluation team.** This will include briefings and discussions of the Terms of Reference with MFAT and CLGF before commencing work. Face-to-face discussion and teleconferences on the evaluation scope will be held with both Wellington and the NZ High Commission in Suva as part of the partnership approach. The two expert advisors of the evaluation team will be included in team briefings and discussions when required.
- **Background reading and documentation** includes literature review of existing documents such as design documents, progress reports for the last the two years of implementation and the Evaluation & Monitoring Framework and other relevant administrative data.
- **Development of evaluation plan.** The evaluation team will develop an evaluation plan that is guided by the Evaluation Plan Template before undertaking the evaluation (including cross-cutting issues) with collaborative involvement by both Suva and Wellington. This will include the development of the interview guides, short stakeholder survey and observation sheet.

Deliverable: Finalisation of evaluation plan. Dr Helen Leslie, First Secretary, Regional Development, MFAT, New Zealand High Commission, Suva will sign off on the plan.

9.1.2. Stage two: Field work (5 May-30 May 2014)

The activities in this stage will be discussed and confirmed during the contracting and evaluation plan stage.

The following activities are undertaken:

- **Preparation for fieldwork** to undertake a consultation process with selected country based stakeholders. This will also include a face-to-face interview with Local Government New Zealand (national association) in early May prior to the PCLGF in Port Moresby and may include a face-to-face interview with Mr Carl Wright, Secretary General of the CLGF when in Wellington the week of 12 May 2014.
- **Country visits:** Fiji (Kate Averill and Michael Hamilton). Meet and undertake discussions and interviews with New Zealand High Commission and Forum regional office staff, Suva 25 May. Some interviews with CLGF Secretariat staff will take place during the PLGF in Port Moresby 18-23 May 2014.
- **Country visit: Papua New Guinea.** The evaluation activities will include a visit to the regional office in Suva after the upcoming Pacific Local Government Forum. This will involve observations and discussions with communities at local level and interviews with regional office staff and Technical Advisory Panel during the Port Moresby PLGF where possible. Evaluation team members will also visit projects in the community and interview stakeholders and beneficiaries where feasible.
 - The two fieldwork team members (Kate Averill and Michael Hamilton) will undertake evaluation activities alongside the PCLGF in Port Moresby. With over 100 local government leaders and managers from eleven countries in the region, most of them stakeholders, the conference provides a unique opportunity to meet a large number of key informants in one location.

Evaluation Plan

- The evaluation team member will set up interviews prior to the Forum and attend relevant sessions to gather information at the Forum. This would mean interviews can be undertaken face-to-face with personnel attending who are involved in PCLGF. Participants of particular interest as noted in the Terms of Reference are: Cook Islands, Local Government Unit, Honiara City Council, Local Authority Association of Vanuatu, Kiribati Local Government Association, Kiritimati Urban Council, Marshall Island Mayors Association, Ministry of Internal and Social Affairs (Kiribati), Solomon Island Ministry of Provincial Government, Division of Internal Affairs (Samoa), Department of Rural Development (Tuvalu), New Zealand High Commission offices in member countries, and Local Government Managers Australia.
- PNG was also selected as a field visit as it is a large Melanesian country where there is interest and support for local government and there are a number of growing urban areas. Interviews will be undertaken with NZ High Commission, and PNG Urban Local Government Association, Department of Provincial and Local Government Affairs and the National Capital District Commission (NCDC) and visit to project and communities will be undertaken where feasible. The evaluation team provide feedback in-country to selected stakeholders.
- A short survey will be used as a data collection tool. A paper-based survey and an email option for those not attending the conference may be proposed. The survey will cover the focus areas and cross-cutting issues to ascertain progress, and identify areas for extension and enhancement.
- Telephone interviews/discussions will be undertaken with relevant personnel such as key stakeholders and New Zealand High Commission staff who are not attending the Forum on return to New Zealand..
- Fieldwork feedback: A top-line presentation of initial findings to selected country based stakeholders at the Forum. The evaluation team have already raised the possibility with the conference organizer for a feedback session in the context of the PCLGF towards the end of the conference. This presentation will be shared with MFAT Wellington and NZHC Suva.
- Deliverable: Fieldwork completed and top-line report on key findings from fieldwork.

9.1.3. Stage Three: Processing – coding, collating and analysis (19-27 May 2014)

Some of the processing and coding of data will be undertaken concurrently during the fieldwork to support the iterative data collection process and enable effective discussion on progress at the Forum. This stage includes the following activities:

- **Processing of data** - involves scanning report and collating key data. The survey responses will be collated.
- **Coding of interview and other data** - undertaken thematically and on evaluation questions.
- **Data Analysis** - undertaken by collaborative sessions with the evaluation team and MFAT where applicable. The data sources will be triangulated and evidence provided to substantiate findings and considerations for the next two years. This approach is valuable when making assessments on the DAC criteria of relevance, efficiency, and effectiveness. The evaluation will assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results.

9.1.4. Stage Four: Reporting (16-30 June 2014)

This stage includes:

- **Draft report** including delivery of Draft Report for review by MFAT staff, stakeholders and/or external experts (if required);
- **Stakeholder feedback** for inclusion into report
- **Briefing submission** (include briefing and discussion)
- **Finalise report** includes delivery of the final report (incorporating stakeholder feedback and abstract).

Deliverable: Final report including abstract that incorporates stakeholder feedback.

This section includes:

- the work plan and timeline identifying key phases and deliverables for the CLGF evaluation
- the identification of potential risks to the evaluation and mitigation measures
- the approach to manage and undertake the evaluation, ensuring quality deliverables and ability to meet timelines.

9.2. Work plan and Timeline

The timeline for the evaluation stages and deliverables is outlined below.

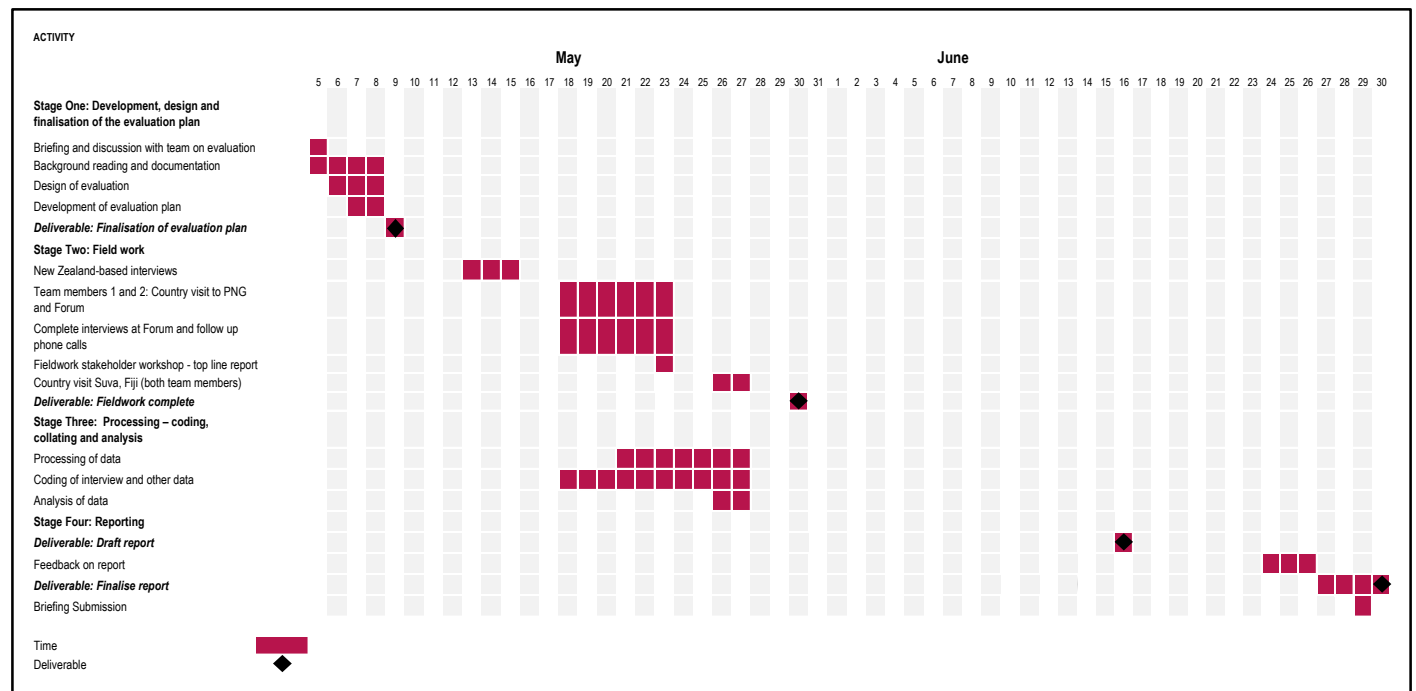


Figure 2: Work plan for Evaluation of the Commonwealth Local Government Forum (please see enlargement in Appendix G)

Evaluation Plan

The following table outlines key project activities and deliverables.

Table 4: Table showing the timing of key activities and deliverables.

Key activity	Deliverable (output)	Timing
Briefing and discussions with MFAT and CLGF to agree on plan.	Evaluation plan	Due 9 May 2014
Key Informant Interviews New Zealand	Field work	12-18 May 2014
Key Informant Interviews PNG, PCLGF	Field work	19-26 May 2014
Country visits including Suva and PNG. Results presented to MFAT – Suva post.	Field work Report	Due 30 May 2014
Delivery of draft report to MFAT.	Draft report	Due 16 June 2014
Delivery of final report to MFAT and debrief	Final report	Due 30 June 2014

10. Feedback of Findings

The evaluation team is seeking time in the conference programme to provide a feedback session to cover emerging results identified during the key informant interviews and survey conducted during the forum. An overview of this feedback session and potential stakeholder attendees are outlined in Appendix H and Appendix I, respectively. While the full range of interviews will not have been completed, we believe that this initial feedback would be valuable and much appreciated by those interviewed and by the wider group. This would reinforce the sense of inclusion in the review process and be meaningful for stakeholders.

- Evaluation Consult has an internal process of all work being peer review. Annalize Struwig, an experienced senior evaluator with expertise in working with regional bodies in the Pacific, will peer review the evaluation at all key stages.
- The evaluation report will be reviewed by the evaluation steering group and collated feedback will be provided to the evaluation team.
- The written evaluation report will be short, focused, and concise. The final report and abstract will be to a publishable level. Annalize Struwig will peer review to these standards.
- Any cultural or ethical issues will be discussed initially within the evaluation team, and discussed with MFAT if necessary. With a cultural adviser and evaluation expert on the evaluation team and by using experienced team members, these issues should be minimised and addressed appropriately if any arise during the evaluation.
- Kate Averill is an active member of evaluation associations. The evaluation team will adhere to the Australasian Evaluation Society principles for ethical conduct for evaluations, MFAT evaluation guidance and templates, and OECD DAC Quality Evaluation Standards. Kate will oversee that professional standards are applied to all of the team's work.
- There are no noted conflicts of interest.

11. Documents to be used in the Evaluation

Documents to be used in the evaluation include:

- Information sheet
- Interview consent forms
- Interview guide
- Fieldwork schedule
- Checklist for participant observation
- 2014 PCLGF Indicative Programme
- Commonwealth Local Government Forum Pacific Strategic Framework 2011-2015
- MFAT CLGF Funding Arrangement, 2011-2014
- CLGF Monitoring & Evaluation Framework Update
- CLGF Progress Report Jan-Dec 2013
- CLGF Progress Report Jan-Dec 2012

Appendix A: Terms of Reference

Terms of Reference for the Evaluation of Commonwealth Local Government Forum (CLGF)

Overview

This document specifies the terms of reference for the evaluation of Commonwealth Local Government Forum.

Background information

The Commonwealth Local Government Forum (CLGF) is the official Commonwealth organisation representing local government. Set up in 1994 at a time when many countries in the Commonwealth started to decentralise powers and functions from the centre to local government, CLGF brings together ministries with responsibility for local government, local government associations, and individual councils from across the 54 countries of the Commonwealth. CLGF's associate membership structure also includes academic, professional, research and training organisations with an interest in local government.

CLGF works actively with its members to promote and strengthen effective democratic local government, and to facilitate the exchange of learning and good practice across the Commonwealth. It supports the development of essential capacity for local government to play a full role in effectively addressing the global and local challenges that they face.

The Commonwealth Local Government Forum's (CLGF) involvement in the Pacific region started back in 2005. It established a sub-regional office based in Suva to provide technical assistance to local governments in Pacific Island countries.

Since its establishment, CLGF has worked actively with Pacific Island countries to promote and strengthen effective democratic local government, to build the capacity of local government to address global and local challenges in service delivery, and to facilitate the exchange of learning and good practice.

Currently there are nine member countries of CLGF - Cook Islands, Kiribati, Marshall Islands, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

Due to the positive review and indications from Pacific Island partner governments that they wished CLGF's work to continue, New Zealand has supported phase 2 of CLGF's Pacific programme since 2011.

CLGF's mission over the next five to ten years is to establish itself as the lead advocate and source of support for local government in the Pacific region, ensuring its contribution to building and sustaining vibrant, inclusive and resilient local economies and communities in the Pacific region.

CLGF's program addresses the challenges and realities faced by local government in the Pacific region in a changing and complex environment. Local government's mandate is to provide an enabling environment for economic and social development, offer opportunities for citizens' participation in decision-making and provide a good quality of life for the people it serves. Across the Pacific, local governments are striving to do this effectively with limited capacity, managing high expectations with inadequate resources and powers.

CLGF's five year program was designed around six key focus areas:

- Advocacy and relationships
- Local government structures, systems and policies
- Local government institutional strengthening
- Urbanisation Management
- Knowledge and Research management

Evaluation Plan

■ Program Governance and management

A key feature of CLGF's approach in the new five year programme was the development of individual country strategies that will guide CLGF's work in each member country.

Other features of the program include:

- Engaging local government ministers as key advocates
- Increased focus on strengthening national local government departments
- Increased focus on professionalising and formalising CLGF's existing training programs
- Increased support for pilot projects that facilitate investment in local infrastructure and economic development priorities
- Expanded technical exchange programmes through the Commonwealth Local Government Good Practice Scheme
- Establishment of an online knowledge and resource centre for local government
- Building CLGF's profile in the region to ensure strong and continued support

Since its establishment, CLGF has also developed and maintained an extensive network of partners that provide an important foundation for the sustainability of this programme and future work. Due to the broad scope of the program, CLGF has continued to work with and through these partners based on their comparative advantage and skills. Key partners include Pacific Island Forum Secretariat (PIFS), United Nations Human Settlements Programme (UN-Habitat), and United Nations Development Programme (UNDP), Foundation of the Peoples of the South Pacific International (FSPI), University of the South Pacific (USP), University of Technology, Sydney (UT_CLGF), Local Government Managers Australia (LGMA) and Local Government New Zealand (LGNZ).

Purpose of the evaluation

The evaluation will be used to assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results. The evaluation will also assist MFAT with a decision on future funding for CLGF to assist CLGF deliver the remainder of its five year programme. An independent evaluator/ consultant or team will be selected to carry out the evaluation.

While the evaluation is taking place at the end of New Zealand's 3 year funding arrangement with CLGF, essentially it is a mid-term review of CLGF's 5 year programme/work plan. Depending on the findings of the evaluation, changes/revisions may be recommended for the final 2 years of the work plan should MFAT decide to continue funding CLGF.

Scope of the evaluation

The time period covered is two months preferably 22 April to 13 June 2014.

The scope of the evaluation includes CLGF's work in

1. Advocacy and relationships;
2. Local government structures, systems and policies;
3. Local government institutional strengthening;
4. Urban management;
5. Knowledge and research and
6. Program governance and management

Evaluation Plan

The geographic and target groups include Commonwealth Local Government Forum Pacific and local governments in the nine member countries in the Pacific - Cook Islands, Kiribati, Marshall Islands, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu town councils.

It is expected that the reviewers will conduct field visits to Suva (where CLGF is based) and at least 2 of CLGF's member countries.

Evaluation criteria and objectives

Criteria being assessed

The DAC criteria that will be assessed in this evaluation are relevance; effectiveness; efficiency and sustainability.

Objectives and evaluation questions

Below is a list of suggested questions. This is by no means an exhaustive list and should be viewed as a guide. MFAT would like the evaluators to focus particularly on the Relevance, Effectiveness and Efficiency aspects of the DAC criteria (although all criteria should be covered).

	Questions
Relevance	<p>To what extent has the activity continued to be relevant to beneficiaries, the New Zealand Aid Programme and partner countries?</p> <p>Has the CLGF demonstrated sufficient relevance and performance to justify funding in the next stage? If not, why not?</p> <p>What changes (if any) are required to achieve better results (noting this can be drawn from lessons learned)?</p>
Effectiveness	<p>What progress has been made in achieving outcomes and outputs?</p> <p>Are cross-cutting issues being effectively addressed?</p> <p>What factors are enhancing or constraining progress towards intended outcomes/outputs? (e.g. management of risk)</p>
Efficiency	<p>Are resources being used in the best possible way in order to provide value for money?</p> <p>Is the modality of biennial summit meetings achieving activity outputs and outcomes?</p> <p>What could be done differently to improve implementation?</p>
Sustainability	<p>To what extent is local ownership of the Activity developing?</p> <p>Is CLGF working to promote sustainability in local government action?</p> <p>How will local governments sustain their activities after the programme finishes?</p>

Methodology for the evaluation

Principles/approach

Consistent with the New Zealand Aid Programme evaluation principles, the evaluation will be 'utility focused', credible, timely, and relevant. The recommendations will be developed in a way so that they are actionable and presented in ways that promote learning.

In conducting the evaluation, the successful evaluation team will be transparent, independent, and operate in partnership to the greatest extent possible.

The deliverables will meet the OECD DAC Evaluation Quality Standards for Development Evaluation and the New Zealand Aid Programme Activity evaluation operational policy, guidance and templates.

The deliverables will be submitted to the CLGF Evaluation Steering Group for review and approval.

Evaluation Plan

The evaluation will use a consultative approach and must be conducted in a professional and ethical manner. It will likely include:

1. Briefing/s and discussion/s of the Terms of Reference with MFAT and CLGF before commencing work;
2. Review of literature and relevant documents;
3. Preparation of an evaluation plan for approval by MFAT;
4. Undertake a consultation process with selected country based stakeholders, including but not limited to:
 - Cook Islands Pa Enea Local Government Unit,
 - Honiara City Council,
 - Local Authority Association of Vanuatu,
 - Kiribati Local Government Association,
 - Kiritimati Urban Council,
 - Marshall Island Mayors Association,
 - Ministry of Internal and Social Affairs (Kiribati),
 - Solomon Island Ministry of Provincial Government,
 - Division of Internal Affairs (Samoa),
 - Division of Local Government and Community Engagement (Tonga),
 - PNG Urban Local Government Association,
 - Department of Rural Development (Tuvalu),
 - Local Government Managers Australia,
 - Local Government New Zealand (national association),
 - New Zealand High Commission offices in member countries
5. Presentation of initial findings to selected country based stakeholders at the conclusion of the field visit;
6. Delivery of Draft Report for review by MFAT staff, stakeholders and/or external experts (if required);
7. Stakeholder feedback provided to the evaluation team for incorporation into the report; and
8. Delivery of final report incorporating stakeholder feedback.

Due to reasons of cost-effectiveness, the evaluation is expected to include telephone interviews with some stakeholders.

Evaluation Plan

The evaluation team will develop an evaluation plan (using or being guided by the Evaluation Plan Template) before undertaking the evaluation.

The person who will approve the evaluation plan is Dr Helen Leslie, First Secretary, Regional Development, MFAT, New Zealand High Commission, Suva.

The plan may need to be redrafted if it does not meet the required standard or is unclear. The evaluation plan must be approved prior to the commencement of any field work or other substantive work. The evaluation plan is to be appended to the main written report.

The evaluation plan will describe how cross-cutting issues will be considered throughout the evaluation.

The evaluation will be constrained by Budget and this should be considered in the design described in the evaluation plan. For example, we would not expect the evaluators to visit all member countries of CLGF.

Team composition

The evaluation will be undertaken by a small team of external contractors either local and/or international.

The attributes (knowledge, skills, experience) required of the evaluation team are:

- At least one team member must be an experienced evaluator
- Strong knowledge and experience of local government systems/policy in the Pacific Region and the commonwealth context.
- Strong understanding of the challenges and opportunities associated with the work of local governments in the Pacific region.
- Ability to work after hours and meet deadlines.

The Proposal

The information in the proposal will form the basis upon which MFAT will evaluate the responses from potential providers. It will also form the basis of the evaluation plan.

All proposals from potential Suppliers must include the following information:

- A high-level work plan that will meet MFAT's evaluation objectives of the CLGF, which should include a description of the potential Supplier's recommended methodology, design and tools for the evaluation.
- These descriptions should include reasons why the potential Supplier's recommended methodology, approach and tools are the best to meet the objectives of MFAT's evaluation needs, in comparison to other approaches, etc. The potential Supplier will also identify any limitations to the proposed method/design/tools in these descriptions. Key data and information sources should also be identified along with any key assumptions made.
- How cross-cutting issues of gender, human rights and the environment will be considered throughout the evaluation.

The proposal should also include a brief demonstration of the Evaluation's understanding of the CLGF, the environment it operates in along with a short statement showing the potential Evaluator's understanding of MFAT's evaluation requirements.

Skills and experience

The proposal must also include the following information:

- Evidence of the potential Supplier's relevant background experience and qualifications
- (for example, activities, experience or credentials) in undertaking work of a similar nature – in scope, scale and value.
- Evidence of the experience and qualifications of the potential Supplier's in undertaking work using different methodologies, approaches and tools (for example, in-depth interviewing, focus groups, no-line, etc.) and across different population groups
- A description of the project team who will be working on this programme of work and their relevant qualifications and specific experience, including identifying their level of expertise.
- The contact details of three referees for whom the potential supplier's has carried out work of a similar nature – in scope and scale.

Evaluation Plan

- Two samples of the reporting and any additional relevant reports that best illustrate the potential Supplier's work.

Project management

The brief proposal must also include the following information:

- A project timeframe outline identifying key phased and deliverables for the evaluation of the CLGF.
- Identification of any risks to the delivery of the evaluation programme and the Evaluation's risk mitigation strategies to overcome these.
- Demonstrated ability to manage/commit resources to manage and undertake the evaluation ensuring quality of outputs and ability to meet timelines.

Quality assurance processes, cross-cultural and ethical issues, and conflict of interest

The proposal must include the following information:

- A description of the quality assurance processes that will be implemented during the evaluation.
- A statement of professional associations and codes of ethics that your team/agency adheres to.
- Evidence of relevant background experience and qualifications in undertaking work with people from a wide range of ethnic groups of a similar nature – in scope, scale and value.
- A description of how the organisation will address any of the ethical and cultural issues posed by the evaluation.
- Comments on any conflicts of interest and proposed mechanisms for dealing with them.

Financial information

A fixed price required for delivering the evaluation of the CLGF.

An overall cost estimate breakdown for the evaluation if required.

Where applicable, the potential supplier will be required to specify the total overall price and a breakdown of the cost estimate for the evaluation by the following:

- Development, design and finalisation of the evaluation plan
- Field work
- Processing – coding, collating and analysis
- Reporting – please separately identify a cost for top-line/interim report/workshop and final report as well as a separate cost for a briefing presentation
- project management
- budget estimates
- a budget for the evaluation;
- a budget for key expenses and
- a budget for per diems

The potential Supplier must also specify the usual hourly rate for each. This would allow MFAT to estimate any additional investment for any extra work required.

Governance and management

Evaluation Plan

The evaluation is commissioned by MFAT and the evaluator(s) will be accountable to MFAT

The partner government or organisation (CLGF) will contribute secretarial/logistics support.

Oversight of the evaluation process will be the responsibility of the High Commission in Suva with oversight from a steering group.

The key responsibilities of the steering group are to:

- Ensure the quality of the evaluation (refer to appendix C of the Activity Evaluation Operational Policy)
- Provide or request expert technical advice if appropriate
- Provide comments on the proposed purpose of the evaluation
- Approve the evaluation TOR (through the steering group chair)
- Act as the selection panel for an evaluation team/evaluator
- Approve the evaluation plan (through the steering group chair)
- Review the draft report
- Approve the final report (through the steering group chair)
- Make decisions and resolve issues as necessary

The steering group has no role in managing contractors

The Activity Manager (Vamarasi Mausio) is responsible for day-to-day management and administration of the evaluation. Her responsibilities include contracting (with support from WLN); briefing the evaluation team; managing feedback from reviews of the draft report; and liaising with the evaluation team throughout to ensure the evaluation is being undertaken as agreed.

Outputs and milestones

No.	Output/milestone	Description	Due date
1	Evaluation plan	Literature review, briefing and finalised evaluation plan	1 May 2014
2	Field work complete	Field work complete and results provided to stakeholders during a stakeholder workshop	16 May 2014
3	Draft report	Preparation of the draft report and submission to MFAT	30 May 2014
4	Final report	Acceptance/approval by MFAT after any revisions of the draft are completed, and debriefing	13 June 2014

Please note the deliverable dates as outlines in the TOR are different in the signed contract which have been agreed with by MFAT.

Reporting requirements

Copies of the report are to be delivered by [hand/email/post] to Suva.

The written evaluation report is expected to be short, focused and concise.

Evaluation Plan

The report must contain an abstract suitable for publishing on the New Zealand Aid Programme website. Instructions for the abstract can be found in the Evaluation Report template.

The evaluation report must meet quality standards as described in New Zealand Aid Programme Activity Evaluation Operational Policy and/or other standards stated here as agreed with partner organisations. These quality standards are based on 2010 DAC Quality Standards for Development Evaluation and New Zealand Aid Programme Activity evaluation operational policy, guideline and templates.

The draft evaluation report will be reviewed by MFAT staff, stakeholders and/or external experts. Further work or revisions of the report may be required if it is considered that the report does not meet the requirements of this TOR, if there are factual errors, if the report is incomplete, or if it is not of an acceptable standard.

It is MFAT policy to make evaluation reports publicly available (e.g. on the New Zealand Aid Programme website) unless there is prior agreement not to do so. Any information that could prevent the release of an evaluation report under the Official Information or Privacy Acts, or would breach evaluation ethical standards should not be included in the report. The final report will be approved for public release by the

Deputy Director or Development Counsellor in the team responsible for the commissioning of the evaluation.

Relevant reports and documents

Relevant documents will be provided to the evaluation team prior to the evaluation. These key documents include:

- Progress Report for the last two years of implementation
- Evaluation & Monitoring Framework

Appendix B: Interview Guide

Each interview participant will be asked for informed consent. Stakeholders will be asked questions relevant to their background and involvement with CGLF.

Interview questions

Role and background and involvement with CGLF

Relevancy objective: To examine the relevancy of the programme for the context and need

1. What was the context and need for CLGF?
 - a. beneficiaries
 - b. partner countries
 - c. the New Zealand Aid Programme?
2. What are the intended inputs and results (outputs and outcomes) from CLGF?
3. How are cross-cutting areas: gender; environment; sustainability, and human rights being incorporated within CLGF?
4. To what extent does the activity continued to be relevant to:
 - a. beneficiaries
 - b. partner countries
 - c. the New Zealand Aid Programme

Effectiveness-related objective: To assess the extent of programme outputs and outcomes

5. What programme activities have been undertaken?
6. What progress has been made in achieving outcomes and outputs?
7. Are cross-cutting issues being effectively addressed?
8. What factors are enhancing or constraining progress towards intended outcomes/outputs? (e.g. management of risk)
9. Are there any unintended results or impacts from CLGF activities and programmes?

Efficiency objective: To assess the performance of the programme

10. How efficient are the programme activities in contributing to intended outputs and outcomes? (including gender, environment, human rights)
11. Is the modality of biennial summit meetings achieving activity outputs and outcomes?
12. Are resources being used in the best possible way in order to provide value for money?
13. What could be done differently to improve implementation?

Sustainability objective: To examine the ownership and sustainability of the results and activities

14. To what extent is local ownership of the activity developing?
15. Is CLGF working to promote sustainability in local government action?
16. How will local governments sustain their activities after the programme finishes?

Lessons learned objective: To identify lessons learned for the programme stakeholders and use in decision-making

17. What are the lessons learned for stakeholders from the activities, processes, and results?
18. What are the lessons learned for the cross-cutting areas: gender; environment, and human rights from the programme?
19. Has the CLGF demonstrated sufficient relevance and performance to justify funding in the next stage? Why?
20. What changes (if any) are required to achieve better results?

Appendix C: Information Sheet

14 May 2014

Independent Review of the Commonwealth Local Government Forum (CLGF)

Information Sheet

Evaluation Consult has been contracted by the New Zealand Ministry of Foreign Affairs and Trade (NZMFAT) to independently review the Commonwealth Local Government Forum (CLGF) in the Pacific Governance Programme.

1. **Principal Focus of the Review:** This evaluation will be used to assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results. The evaluation will also assist NZMFAT with decisions on future directions and support for local government in the Pacific region.

The scope of the evaluation includes CLGF's work in six key focus areas:

1. Advocacy and relationships
2. Local government structures, systems and policies
3. Local government institutional strengthening
4. Urban management
5. Knowledge and research
6. Programme governance and management

2. **Target Groups:** The geographic and target groups include Commonwealth Local Government Forum Pacific and local governments in the nine member countries in the Pacific: Cook Islands, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

3. **Additional Areas of Focus:** In addition to assessing the CLGF's work with local governments in member countries, the evaluation will examine the progress towards achieving the intended outcomes of the CLGF Pacific program and relevant 'lessons learned' that will be valuable for the future.

To meet these evaluation objectives, a number of evaluation questions will be examined.

4. **Evaluation Approach and Methods:** This evaluation will be based on a review of programme documents available from NZMFAT and the CLGF, as well as key informant interviews, field observations, discussions with key stakeholders, analysis of quantitative data, and a thematic analysis.

5. **Ethics:** All team members will adhere to ethical codes of conduct for evaluation established by the Australasian Evaluation Society.

6. **The Evaluation Team:** Composed of Kate Averill (Director, Evaluation Consult), Michael Hamilton (Senior Consultant, Evaluation Consult) Dr Graham Hassall, PhD. (independent expert, Commonwealth and governance), (Tapu Panuve, independent expert, cultural advisor) The other team members based in New Zealand is Annalize Struwig (Senior Consultant, Evaluation Consult, peer review) and Arna Cunningham (Evaluation Consult, Administration) supporting the review team.

On behalf of the Review Team, thank you for your support and cooperation.

Kate Averill (Team Leader)

Yours sincerely,



Kate Averill

Director, Evaluation Consult

Appendix D: Interview Consent Form

INTERVIEW CONSENT FORM | Signature Request Form

Evaluation of the Pacific Commonwealth Local Government Forum (CLGF)

This consent form provides information to participants about how their information will be gathered and used in accordance with standard research ethical principles and practices.

What is the purpose of the research?

- The New Zealand Ministry of Foreign Affairs and Trade (MFAT) has commissioned this work to evaluate and assess the effectiveness and efficiency of CLGF's work with local governments and their ability to deliver results. The evaluation will also assist MFAT make decisions on future directions and support for local government in the Pacific region.

What is my participation?

- In addition to this initial interview, you may also be invited to participate in a follow-up interview to provide the evaluation with additional information more specific to your organisation or your knowledge of the programme, on a one-to-one confidential basis, in-person or by phone.
- You may also be contacted later by email or phone by the evaluation team to clarify information provided already.

Who is involved?

- Evaluation Consult (the 'evaluation team') will conduct the evaluation.
- A wide range of stakeholders are involved in the evaluation overall, including local government officials from the 9 member countries of the CLGF, the CLGF secretariat, MFAT and other regional bodies engaged in local government development.

What will happen to the information I provide?

- Information you provide in interviews will be kept confidential and no respondents will be individually identified in reporting. Where the information may be identifiable, this will be checked with the participants before the information is used in reports.
- Interviews may be digitally recorded and notes taken to aid recall. This information will be kept and used only by the evaluation team. We will not be providing verbatim transcriptions of the interviews themselves.
- The information collected for this evaluation will be held in a secure data management system in New Zealand that is only accessed by the evaluation team.
- The raw information obtained through interviews will only be used for this evaluation.

Will I know the outcome of the evaluation?

- MFAT will disseminate the evaluation findings following the completion of the management response.

Who can I contact in future?

If you have further queries, contributions, or wish to withdraw from the evaluation, please contact:

- Michael Hamilton (Evaluation Consult, michael.hamilton@evaluationconsult.com, phone +64 (0)4 476 7391).

Your participation is voluntary. Participants are not obligated to answer any of the questions, and are free to decline participation at any time. Even during an interview you may halt note taking or recording at any time, and likewise, may give permission to permit notes to be taken or recording to start again.

You indicate your voluntary agreement to participate by signing this consent sheet distributed prior to the beginning of the interview.

Date & location:

Name	Organisation/Role	Contact Details
		Phone: e-mail:

Appendix E: Checklist for Participant Observation

Observation sheet example

Date:		
Location:		
Observer:		
Observation	Relevance to CLGF programme outputs/outcomes? (refer logic model)	Comments (e.g. quality, sustainability of progress)
List photos collected as data source		
Any additional comments/input required		

Appendix F: Indicative Field Work Schedule

Indicative Field Work Schedule is outlined below.

Field Work Schedule Evaluation Consult Commonwealth Local Government Forum Review			
Day and Date	Morning	Afternoon	Evening
Week of 12 May 2014	Interviews with Local Government New Zealand	Interviews with Gen Sec. CLGF and other key stakeholders prior to PCLGF	
Sunday, 18 May 2014		Initial contact with CLGF Secretariat	
Monday, 19 May 2014	KII Solomons, Honiara City Council; KII Vanuatu; KII Cook Islands Pa Enea	KII Kiribati Local Govt Assoc.; KII Kirimati Urban Council; KII PNG Local Govt Assoc.	Interview Analysis & Coding
Tuesday, 20 May 2014	KII Tuvalu, Dept Rural Development; KII Tonga, Div Local Govt and Community Engagement; KII Samoa, Div. Internal Affairs	KII Marshall Islands Mayors Assoc.; KII PNG, NCD; KII PNG, Bouganville Govt. Administration	Interview Analysis & Coding
Wednesday, 21 May 2014	KII Solomon Is. Min. Provincial Govt; KII Local Govt Managers Australia; KII CLGF Sec Gen.	KII Kiribati, Min of Internal and Social Affairs; KII CLGF Regional Director; KII CLGF Regional Prog. Coordinator	Interview Analysis & Coding
Thursday, 22 May 2014	KII ADB;	Workshop preparation	Interview Analysis & Coding
Friday, 23 May 2014	EC Feedback session early results		
Saturday, 24 May 2014	Wrap up interviews CLGF-S	Visit to projects NCD	
Sunday, 25 May 2014	Travel Suva, Fiji		
Monday, 26 May 2014	KII NZHC CLGF Prog. Manager	2KI interviews UNDP, USP, FSPI	Interview Analysis & Coding
Tuesday, 27 May 2014	Return Wellington, New Zealand		
Wednesday, 28 May 2014	Interviews with other stakeholders as required through to the end of planned field work		

KII = Key Informant Interview

Appendix H: Workshop Details

This appendix provides detail of the feedback workshop that will be held once data has been collected.

Presentation of findings workshop

Purpose of the workshop

This workshop is designed to present initial findings of the data collection. It will include providing an overview of the approach (including the way of working) for New Zealand Ministry of Foreign Affairs and Trade (MFAT) Commonwealth Local Government Forum (CLGF) Review. This will help to ensure a shared understanding by attendees (see 'Workshop attendees' below).

Key skills in monitoring and evaluation that the workshop will develop

Plan

- context analysis
- understand and use a results model at program level
- planning for results, and incorporating results into planning.
- supporting alignment to NZ Aid Programme Quality Standards for Activity Evaluations⁷

Monitor and Change

- analyse data: program progress, counterfactual, contribution/attribution.
- assess results within context
- understand results-based reporting
- identify lessons learned and incorporate into practice
- feedback emerging performance information to decision-making processes.

⁷ Ministry of Foreign Affairs and Trade (2011) *Activity Evaluation Operational Policy Appendix C: Checklist of New Zealand Aid Programme Quality Standards for Evaluations*.

Appendix I: Possible workshop attendees

List of possible workshop attendees.

List of potential key stakeholders to be interviewed.						
1	Cook Islands	Ms	Elizabeth Foster	Wright	Chief of Staff	Prime Ministers Office
2		Mr	Otheniel	Tangianau	Director	Pa Enuu Division, Prime Ministers Office
3		Mr	George	Brown	President	Island Local Government Association
4	Kiribati	Ms	Tessie	Lambourne	Permanent Secretary	Ministry of Internal Affairs
5		Ms	Amina	Uriam	Director for Local Govt Div	Ministry of Internal Affairs
6		Mr	Romano	Reo	President/Mayor	Kiribati Local Government Association/Betio Town Council
7		Mr	Ruoikabiti	Tioon	Deputy Chair	KILGA
8		Mr	Rikiaua	Takeke	CEO	Kiribati Local Government Association (KILGA)
9		Ms	Rine	Ueara	CEO	Betio Town Council
10	Marshall Islands	Mr	Wallace	Peter	Assistant Secretary	Ministry of Internal Affairs (RMI)
11		Mr	James	Matayoshi	President	Marshall Islands Mayors Association
12		Mr	Lawrence	Muller	Executive Officer	Marshall Islands Mayors Association
13	Samoa	Ms	Leituala Kuiniselani	Toelupe	CEO	Ministry of Women, Community & Social Development (MWCSO)
14		Mr	Lemalama Taaloga	Faasalaina	Assistant CEO	Internal Affairs Division, MWCSO
15	Solomon Islands	Mr	Dolaiasi (Robert)	Kaua	Director	Provincial Governance (MPGIS)
16		Ms	Connie	Wane	Prinicpal Capacity Dev Office	Provincial Governance Division, MPGIS
17		Mr	Andrew	Mua	Mayor	Honiara City Council
18		Mr	Charles	Kelly	City Clerk	Honiara City Council
19		Cllr	David	Deva	Councillor	Honiara City Council
20		Cllr	Eric	Tan	Councillor	Honiara City Council

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21	TBC		TBA		CEO	Solomon Island Local Government Association (SILGA)
22	Tonga	Ms	Fanauifoou	Akauola	Deputy CEO	Ministry of Internal Affairs
23		Ms	Fatai	Soakai	OIC LG Division	Ministry of Internal Affairs
24	Tuvalu	Mr	Kilifi	O'Brien	Assistant Secretary	Ministry of Home Affairs & Rural Development
25		Mr	Temetiu	Maliga	Director of Rural Development	Department of Internal Affairs
26		Mr	Pasefika	Penitusi	President	Funafuti Kaupule
27		Mr	Iosefa Uluaoa	Lauti	Secretary	Funafuti Kaupule
28	Vanuatu	Mr	Ephraim	Jones		Department of Local Authorities
29		Ms	Cherol	Ala	Director	Department of Local Authorities
30		Mr	Ulrich	Sumptoh	Mayor	Port Vila Municipal Council
31		Mr	Ronald	Sandy	Town Clerk	Port Vila Municipal Council
32		Mr	George Edward	Atavimarata	President	Local Authorities Association of Vanuatu (LAAV)
33		Mr	Pierre	Telukluk		Ministry of Internal Affairs
34		Mr	Michel	Kalworai	CEO	Shefa Provincial Council
35	Marshalls	Mr	Peter	Wallace	Assistant Secretary	Ministry of Internal Affairs
36		Mr	James	Matayoshi	President	Marshall Islands Mayors Association (MIMA)
37		Mr	Lawrence	O'Brien	Chief Executive Officer	Marshall Islands Mayors Association (MIMA)
38	LGMA	Mr	John	Ravlic	Chief Executive Officer	Local Government Managers Australia (LGMA)
39		Ms	Lauren	Oakey	Manager, Programs & Strategy	Local Government Managers Australia (LGMA)
40	LGNZ	Ms	Frances	Sullivan	Policy Advisor	Local Government New Zealand (LGNZ)
41	CLGF Pacific	Ms	Karibaiti	Taoaba	Regional Director	CLGF Pacific
42		Mr	Feue	Tipu	Governance Manager	CLGF Pacific
43		Ms	Megan	Praeger	Regional Program Coordinator	CLGF Pacific

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44		Mr	Shailendra	Prasad	Finance Manager	CLGF Pacific
45		Mr	Akuila	Masi	Country Program Coordinator	CLGF Pacific
46		Ms	Miriam	Rees	Research & Comms Officer	CLGF Pacific
47		Ms	Letila	Naqasima	Admin & Finance Officer	CLGF Pacific
48	ADB Phillipnes	Ms	Alison	Woodruff	Urban Development Specialist	Asian Development Bank, Manila,
49	ICLEI	Mr	Martin	Brennan	CEO Regional Director	ICLEI - Local Governments for Sustainability - Oceania
50	Bouganville	Ms	Brenda	Tohiana	Town Manager	Buka Urban Council
51		Mr	Herbert	Kimai	Acting Deputy Administrator	Bouganville Government Administration
	Papua New Guinea	Mr	Leslie	Alu	City Manager	National Capital District Commission (NCDC)
		Mr	Pinio	Kalus	Deputy City Manager	National Capital District Commission (NCDC)
		Mr	Lulu	Ted		National Capital District Commission (NCDC)
		Mr	Numa	Alu		National Capital District Commission (NCDC)
		Mr	Dickson	Guina	Deputy Secretary	Performance Monitoring and Implementation, Ministry of Inter Government Relations
		Mr	Joseph	Warus	Director	Local Level Government Support Services, Department of Provincial and Local Government Affairs
		Mr	Russell	Purai	Deputy Director	School of Government, PNG Institute of Public Administration
		Mr	Patterson	Kassam		Department of Provincial & LG Affairs
		Mr	Gevo	Mabone		Department of Provincial & LG Affairs
RESOURCE PEOPLE						
1	CLGF London	Mr	Carl	Wright	Secretary General	CLGF London
2	Tuvalu	Hon	Enele	Sopoaga	Prime Minister	Govt of Tuvalu
3	New Zealand	Hon	Lawrence	Yule	Chair/President	CLGF Board/LGNZ

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4	New Zealand	Mr	Vern	Walsh		
5	New Zealand	Mr	Peter	Wimsett		
6	New Zealand	Mr	Graham	Hassall		
7	Australia	Mr	Graham	Sansom		
8	Australia	Mr	Mark	Dacombe		
9	Australia	Mr	Allan	McGill		
10	Indonesia	Ms	Denika	Blacklock		
11	Fiji	Mr	Asif	Chida		
12	Fiji	Mr	Henry	Sanday		
13	Fiji	Ms	Hamidan	Bibi		
14	Samoa	Mr	Sovala Nanai	Agaiava	CLGF Samoa Village Governance Program Coordinator	Internal Affairs Division, MWCSO
15	Kiribati	Hon	Teima	Onorio	Vice President	Kiribati
PACIFIC CAPITAL CITIES FORUM - PCCF						
1	Kiribati	Mr	Romano	Reo	Mayor	Betio Town Council
2		Ms	Rine	Ueara	CEO	Betio Town Council
3	Papua New Guinea	Mr	Leslie	Alu	City Manager	NCDC
4		Mr	Pinio	Kalus	Deputy City Manager	NCDC
5	Solomon Islands	Mr	Andrew	Mua	Mayor	Honiara City Council
6		Mr	Charles	Kelly	City Clerk	Honiara City Council
7		Cllr	David	Deva	Councillor	Honiara City Council
8		Cllr	Eric	Tan	Councillor	Honiara City Council
9	Tuvalu	Mr	Pasifika	Penitusi	President	Funafuti Kaupule
10		Mr	Uluao	Lauti	CEO	Funafuti Kaupule
11	Vanuatu	Mr	Ulrich	Sumptoh	Mayor	Port Vila Municipal Council
12		Mr	Ronald	Sandy	Town Clerk	Port Vila Municipal Council
PACIFIC LOCAL GOVERNMENT ASSOCIATION NETWORK - PILGAN						
1	Cook Islands	Mr	George	Brown	Mayor/ President IGACI	Island Government Association of the Cook Islands

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2	Kiribati	Mr	Ruoikabiti	Tioob	Deputy Chair	Kiribati Local Government Association (KILGA)
3		Mr	Rikiaua	Takeke	CEO	Kiribati Local Government Association (KILGA)
4	Vanuatu	Mr	George	Atavimarata	President	Local Authorities Association of Vanuatu (LAAV)
5		Mr	Michel	Kalworai	President	SHEFA Province
6	Marshall Islands	Mr	James	Matayoshi	Mayor	Marshall Islands Mayors Association
7		Mr	Lawrence	Muller	Chief Executive Officer	Marshall Islands Mayors Association
TECHNICAL ADVISORY PANEL - TAP						
1	Cook Islands	Ms	Elizabeth Foster	Wright	Chief of Staff	Prime Minister's Office
2		Mr	Otheniel	Tangianau	Director	Pa-Enea Local Governance Unit, PM's Office
3	Kiribati	Ms	Tessie	Lambourne	Permanent Secretary	Ministry of Internal Affairs
4		Ms	Amina	Uriam	Director	Ministry of Internal Affairs
5	PNG	Mr	Dickson	Guina	Deputy Secretary	Performance Monitoring and Implementation, Ministry of Inter Government Relations
6		Mr	Joseph	Warus	Director	Local Level Government Support Services, Department of Provincial and Local Government Affairs
7	Samoa	Ms	Kuiniselani Toelupe	Tago	CEO	Ministry of Women, Community & Social Development (MWCSO)
8		Mr	Lemalama Taaloga	Faasalaina	Assistant CEO	Internal Affairs Division, MWCSO
9	Solomon Islands	Mr	Robert	Kaua	Director	Ministry of Provincial Govt
10		Ms	Connie	Wane	Principal Capacity Dev Officer	Ministry of Provincial Govt
11	Tonga	Ms	Fanauifoou	Akauola	Deputy CEO	Ministry of Internal Affairs
12		Ms	Fatai	Soakai	Officer in Charge	Ministry of Internal Affairs, Division for Local Government and Comm Development
13	Tuvalu	Mr	Kilifi	O'Brien	Assistant Secretary	Ministry of Internal Affairs
14		Mr	Temetiu	Maliga	Director	Department of Internal Affairs
15	Vanuatu	Mr	Ephraim	Jones		Ministry of Internal Affairs
		Mr	Pierre	Telukluk		Ministry of Internal Affairs
16		Ms	Cherol	Ala	Director	Department of Local Authorities

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17	Marshalls	Mr	Wallace	Peter	Assistant Secretary	Ministry of Internal Affairs
18	LGMA	Mr	John	Ravlic	Chief Executive Officer	Local Government Managers Australia
19	LGNZ	Mr	Lawrence	Yule	CLGF Board Chair/LGNZ President	Local Government New Zealand
20		Ms	Frances	Sullivan	Policy Advisor	Local Government New Zealand
21	CLGF UK	Mr	Carl	Wright	Secretary General	CLGF
22	CLGF Pacific	Ms	Karibaiti	Taoaba	Regional Director	CLGF Pacific
23		Mr	Feue	Tipu	Governance Manager	CLGF Pacific
24		Ms	Megan	Praeger	Regional Program Coordinator	CLGF Pacific
25		Mr	Shailendra	Prasad	Finance Manager	CLGF Pacific
26		Mr	Akuila	Masi	Country Program Coordinator	CLGF Pacific
27		Ms	Miriam	Rees	Research & Communications Officer	CLGF Pacific
28		Ms	Letila	Naqasima	Admin & Finance Officer	CLGF Pacific
29		Mr	Sovala Nanai	Agaiava	CLGF Samoa Village Governance Program Coordinator	Internal Affairs Division, MWCSO
30		Ms	Lauren	Oakey	Manager, Programs & Strategy	Local Government Managers Australia