Citizen Engagement for Responsive & Accountable Governance (CERAG)
END OF PROJECT EVALUATION

Terms of Reference

1. Purpose

Omar Asghar Khan Foundation (Foundation) and Media Matters for Democracy (MMƒD) seek assistance to better understand the impact and document the results of their four-year (2017-20) programme: **Citizen Engagement for Responsive & Accountable Governance** (Cerag) at its completion. *Please see Annex 1 for details of the project*.

The purpose of the evaluation will be to examine the concept, design, implementation modality, efficiency, effectiveness, relevance, impact and sustainability of Cerag. The evaluation will assess progress against the Logical Framework particularly with regards to the indicators and the expected targets at the three levels (overall objective, specific objective and outputs).

Specifically, the end-of-project evaluation will:

- Analyse Cerag's overall approach and efficiency in meeting programme objectives.
- Document the relevance of Cerag's strategy/approach and draw out promising elements that can enrich other projects.
- Assess if the implementing organisations were responsive to a changing context without losing sight of the overall project objectives.
- Review and document at least three case studies of effective CSO engagement with public representatives and government officials using social accountability for delivery of improved public services.
- Report examples to illustrate Cerag's impact on Public Finance Management (PFM) in Khyber Pakhtunkhwa.
- Document value additions and unintended benefits.
- Identify key challenges encountered in project implementation.

2. Outputs

- An initiation proposal specifying a framework of inquiry, data collection methodology, proposed work plan, and, an outline of the end-of-project evaluation report.
- A draft end-of-project evaluation report on findings, lessons learnt and proposed recommendations.
- A final end-of-project evaluation report.

3. Proposed Methodology

The end-of-project evaluation will include review of documents including Cerag's proposal, LFA and reports. Interviews of key staff of the implementing organizations, partner CSOs and other key stakeholders will be held individually or jointly in a workshop setting. A framework of inquiry will guide the project end evaluation, which will be conducted using a participatory process.

4. Proposed Report Format

It is proposed that the report of the evaluation consist of an executive summary, analyses and findings and a set of recommendations. It should also include success stories to give concrete examples of results achieved.

5. Duration &Timeframe

The assignment will be for 12 working days, as per the following tentative plan, which will be agreed with the consultant prior to signing of the contract:

	Activity	Working Days
1	Initial meetings with the Foundation, MMƒD & the EU	2
2	Desk review of project documents	2
3	Consultation with staff & partners	4
4	Feedback session with the Foundation, MMƒD & the EU	1
5	Incorporate comments and prepare final report	2
	Total	**12**

5. Payment schedule

The payment will be as follows:

20%   on signing of agreement
50%   on submission of draft report
30%   on acceptance of final report

6. Profile of consultant

The consultant appointed will have a solid mix of skills, attributes and experience. She/he will have:

- At least five years' experience in evaluating multi-year, complex programmes.
- Preferably a university degree in development, public policy or other relevant discipline.
- Sound knowledge of social accountability, public finance management, governance, decentralization, public mobilization, capacity building, budget analysis and the media.
- Strong analytical and conceptual skills.
- Excellent skills in report writing (English).

Annex-1 : Citizen Engagement for Responsive & Accountable Governance (Cerag)

1. <u>General Info</u>

<u>Duration</u>: 1 January 2017 to 31 December 2020
Note: The project's original end-date was 31 December 2019 which was extended upto 30 June 2020 under a no-cost extension. Due to COVID-19, a further six-month no-cost extension was approved by the EU.
<u>Location</u>: 12 districts in Khyber Pakhtunkhwa: Abbottabad, Battagram, Dera Ismail Khan, Haripur, Karak, Kohat, Mardan, Mansehra, Nowshera, Peshawar, Shangla & Swat.
<u>Implementing partners</u>: Omar Asghar Khan Development Foundation (lead) & Media Matters for Democracy (co-applicant).
<u>Financial assistance</u>: European Union

2. <u>Introduction</u>

Citizens for Responsive & Accountable Governance (Cerag) supports local civil society organizations in Khyber Pakhtunkhwa to open channels for citizen engagement with government to make public budgets fair and transparent, enhance access to quality public services especially for the poor, and, increase trust in public institutions by making them more responsive, inclusive and accountable.

3. <u>The challenge</u>

Decentralization reforms (2010-16) created important opportunities for citizens, especially the poor, to influence government spending priorities and the delivery of quality education, healthcare, drinking water, irrigation, and other essential services in Khyber Pakhtunkhwa. However, uneven political commitment and low civil society capacity made it difficult to benefit from them. Cerag helps overcome these challenges by supporting civil society engagement with government on public budgets and accountability processes to help citizens have resilient livelihoods and fair access to services.

4. <u>Cerag's Strategic Design</u>

Under Cerag, the Foundation and MMfD have worked intensely with more than 200 civil society organizations and 100 journalists in some of the poorest communities of 12 Khyber Pakhtunkhwa districts to enhance public scrutiny of government resources and increase engagement with public representatives and government officials to suggest ways in which services and spending may be improved. Such citizen involvement in governance goes further than electoral participation. It is an exciting democratic innovation that strengthens public institutions. By promoting inclusion and accountability it gives different levels of decision-makers the benefit of organized public opinion that makes legitimate claims for fair public finance decisions to improve the management of public resources and the delivery of government services.

5. <u>Project objectives & outputs</u>

Cerag's <u>overall objective</u> is: *Strengthened pro-poor, inclusive, responsive and accountable governance and development processes in Khyber Pakhtunkhwa*. Its <u>specific objective</u> is: *Civil Society Organizations (CSOs) and Local Authorities (LAs) in Khyber Pakhtunkhwa play a stronger role in promoting pro-poor, inclusive, responsive and accountable governance and development processes*. Cerag has <u>five outputs</u>:

- Civil society organizations enabled to use social accountability to assist citizens, especially the poor, to engage with government for improved public services.
- Increased engagement of public representatives and government officials with civil society organizations on evidence-based demands for quality public services.
- Pro-poor, inclusive development planning effectively demonstrated.
- Public knowledge and demand enhanced for fair and transparent public finance decisions.
- Good practices in budget transparency and social accountability shared across Pakistan.

6. **Project activities**

- Build civil society capacity in social accountability to help citizens, especially the poor, assess public spending and services, and, suggest ways to improve them.
- Analyse public budgets to recommend reforms that will make public finance management more fair and transparent.
- Support public interaction with government officials to improve development outcomes and the delivery of essential services.
- Demonstrate innovations in inclusive planning that ensures voices of the poorest and their interests are reflected in development priorities.
- Train journalists to effectively use data for improved media reporting on citizen actions to hold governments to account.

7. **Broader Impact/Partnership/Bigger Picture**

Cerag has empowered citizens, especially the poor, to exercise their right to hold the government accountable for its use of public funds and how it exercises authority. This supports the Khyber Pakhtunkhwa government's efforts to reform the management of public finances and the provision of basic services. Interactions between citizens and the government under Cerag are also enhancing public confidence in government institutions.

Cerag's contributions have succeeded in shaping new channels of citizen engagement in governance that go further than electoral participation. It has shown that social accountability and public budget analysis are democratic innovations that allow creative interactions between responsible and active citizens and responsive and accountable government institutions. This engagement positively affects the dynamics of rights and responsibilities that exist between people and government institutions, in particular the relationship between the duties of the state and the entitlements of citizens.

8. **Results (1 January 2017 to 31 December 2019)**

- Over 300,000 families, of which 200,000 are poor, have access to improved schools, healthcare, drinking and irrigation water, veterinary care, roads and other essential services.
- 3,000 demands for improved services have been made by 217 trained civil society organizations in 12 Khyber Pakhtunkhwa districts.
- Voices and interests of hundreds of women and men in 25 very poor communities have shaped development plans.
- More than 300 public representatives and government officials have taken over 5,000 actions in response to citizen demands to improve public services.
- More than Rs.100 million from public budgets, including about Rs.29 million local government funds, have been expended in response to citizen demands for improved public services.
- 22 reforms in public finance management have been recommended based on analysis of Khyber Pakhtunkhwa's budgets for four financial years since 2017.
- Good practices from Cerag communicated to audiences across Pakistan through a mix of innovative media outputs including 18 TV shows, 1 TV drama, 15 radio programmes, 6 animated films, 1 video, newspaper articles, features and web-based stories.