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REQUEST FOR QUOTATION (RFQ)

DATE: 8th April 2019

SUBJECT : RFQ19-028 – Evaluation of capacity development efforts at SPC, including a final evaluation of Intra-Pacific study exchanges

1. You are requested to submit a quotation to carry out specific tasks as outlined in the Terms of Reference (Annex I).
2. Queries or questions can be emailed to kristelg@spc.int before Tuesday 30th April 2019.
3. SPC reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFQ.
4. SPC reserves the right to accept or reject any Proposal and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Bidder(s) or any obligation to inform the affected bidder(s) of the grounds for the Purchaser's action.
5. This RFQ has been requested from at least 3 service providers and quotations will be assessed based on both their assessed abilities to achieve the outcomes and cost.
6. Please email your quotation to emilys@spc.int by **4.00pm (Fiji Time) on 3rd May 2019.**
7. This letter is not to be construed in any way as an offer to contract with you or your organisation.

ANNEX I

TERMS OF REFERENCE

1. Context

The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region. It is an international development organisation owned and governed by its 26 country and territory members. SPC's work with and on behalf of its members focus on major Pacific issues, such as management of natural resources, climate change, resilience and disaster risk management, food security, gender equality, human rights and gender equality, non-communicable diseases and youth employment.

Capacity development can be defined as “the activities, approaches, strategies and methodologies which help organisations, groups and individuals to improve their performance, generate development benefits and achieve their objectives”¹. At SPC, capacity development is understood as the different methods used in different situations to strengthen individual and institutional capacity and achieve specific learning goals, which in turn support SPC members achieve their development goals. Capacity development interventions at SPC can take the form of formal or informal, accredited or non-accredited training, train-the-trainer, mentoring, coaching, on the job support, leadership development, demonstration, remote support, attachment, workshop, conference, participant-driven South-South and other peer exchanges, other expert-driven technical assistance and capacity supplementation.

Capacity development is widely used across all of SPC's divisions and programmes. Respondents to the 2018 Pacific Community Mid-Term Review Partnership Survey identified technical assistance and capacity building as two of the three most important strategies used by SPC to deliver successful projects, together with the provision of knowledge and information.² The design process of capacity development approaches and interventions varies from programmes to programmes. It may be based on SPC member requests and recognises context-specific needs, or may reflect specific project or programme approaches or other existing frameworks.

SPC has built a strong reputation with its membership partners as a technical assistance/capacity provider. The number of member assistance requests received each year by almost all of SPC's divisions and programmes is testimony to the usefulness of – and trust in – SPC's expertise. Divisions are also learning from their capacity development interventions and using the learning to adapt to changing contexts and needs, or to strengthen longer-term outcomes.

Promising practices to note concerning SPC's capacity development interventions include the participant-driven South-South collaboration, which provide recipient countries with opportunities for peer-driven, longer-term exchanges, peer relationship building and networking. Since 2015, 25 such exchanges have taken place, with funding from New Zealand's Ministry of Foreign Affairs and Trade (MFAT). Other promising approaches include blended capacity development, including training workshops, ongoing and tailored mentoring, small grants and regional exchanges. Blended approaches have led to greater capacity development effectiveness and better outcomes for those targeted.

Promising practices finally extend to the MEL realm. SPC has adopted the Kirkpatrick's four-level training evaluation model – or variations thereof - in some of its programmes to assess learning

¹ See Better Evaluation – Evaluating Capacity Development Results:
<https://www.betterevaluation.org/en/themes/capacitydevelopment>

² Pacific Community Strategic Plan Mid-Term Review – Partnership Survey Executive Summary, p. 4

effectiveness. The education programme applies authentic assessments to measure whether learning objectives are met.

While capacity development is an intrinsic part of SPC's programming strategies, and promising practices are notable, SPC needs to stop, take stock, and reflect on all its capacity development interventions if it wants to fully reap the benefits of repeated investments in capacitation. A capacity development evaluation will support looking at below areas for improvement:

- SPC does not use, at organisational level, a capacity development framework (including a capacity development evaluation framework) defining the "universe" of capacity development interventions (for whom, addressing what needs, how), allowing for purposeful, context-driven, targeted intervention design. While some divisions might have organically developed a framework with the aim to improve and adapt approaches evaluated as somewhat effective, there is still a widespread reliance on big ticket capacity development events such as trainings and workshops;
- As part of project or programme design, theory of change development is increasingly becoming the norm at SPC. However, one will find fewer capacity development specific theories of action and/or theories of change, which implies that program implementers often focus on immediate capacity development outputs as results and do not have line of sight to higher-level outcomes;
- Projects or programmes do not systematically design sustainability strategies within their capacity development approaches. SPC membership respondents to SPC Strategic Plan's Mid-Term Review Partnership Survey found that SPC could do more to improve its effectiveness in sustainable capacity building, by ensuring national staff have the ability and autonomy to operate independently from SPC in the future.³ Sustaining capacity transfers at institutional, network, or system levels should be a longer-term objective of any capacity development intervention at SPC;
- Limited purposeful design and theories of change also mean that we might not be engaging with all necessary programme stakeholders to sustain outcomes over time;
- There are mostly limited Monitoring, Evaluation and Learning (MEL) systems in place to track and assess progress and change (including capacity development database). Programme implementers mostly rely on anecdotal evidence of change, and measure effectiveness through outputs rather than interim and long-term outcomes. SPC MEL staff have requested standardised tools to measure these results;
- To inform decision-making on capacity development, SPC needs to be able to quantify and assess return on investment of capacity development investments. There is currently no formal tracking of how much of our financial resources are allocated to capacity development, nor how many projects include a capacity development component;
- Internal challenges to capacity development are further compounded by regional limitations, including already limited and stretched member resources, further impacted by the loss of trained or qualified people from a particular country – or mobility of people across posts or sectors. This oftentimes leads to a reduction in institutional knowledge, and requires retraining of personnel and relationship building. Cultural values, social norms and individual attitudes and behaviour have the potential to influence *inter alia* incentives, motivations and leadership, and may thus impact on the success or failure of capacity development interventions.

³ Pacific Community Strategic Plan Review – Partnership Survey, p. 7

2. Purpose and scope

While reviews of capacity development approaches have taken place at the sectoral level, and within projects and divisions, there has been no SPC-wide evaluation of capacity development efforts. SPC's strategic direction is set forth in its 4-year 2016-2020 Strategic Plan. SPC has a Strategic Results Framework that is linked to the Strategic Plan and which notably demonstrates the causal effects of technical assistance and capacity provision on SPC members' knowledge, attitude and practice. An evaluation of these modalities would allow SPC to more rigorously test its theory of change regarding capacity development.

These Terms of Reference comprise an SPC-wide capacity development evaluation (evaluation A), and a specific smaller-size evaluation of MFAT funded Intra-Pacific Study Exchanges (evaluation B). Findings of evaluation B will feed into learning for evaluation A.

An SPC-wide capacity development evaluation (evaluation A) will test a middle-range program theory on capacity development (see annex A), and specifically aim to:

- Assess the scale and scope of SPC's capacity development efforts
- Assess the pertinence of approaches, and comparative value for money and effectiveness of selected capacity development interventions, increasing SPC's understanding of what works for whom, where, how, for how much, in what circumstances, to what extent
- In particular, identify, measure and unpack long-term, sustainable changes at institutional, network or system level of those selected interventions
- Explore the potential for more innovative, cost-effective capacity development modalities (already in use but in isolation, or not in use)
- Review systems and tools for measuring outputs and change. For interventions selected under evaluation A, propose evaluation metrics that will enable measurements of outputs and change
- Assess SPC capacity development data storage systems and how data is analysed and make proposals for improved data storage and analysis
- Inform improved design and implementation practice at divisional and project levels, the development of standardised capacity development framework(s) and measurement tools, as well as future investment decisions at organisational level
- Produce intelligence for development of practical guidelines, tools and templates to support SPC on more coherent and consistent capacity development activities.

Evaluation B will be dedicated to assessing MFAT funded Intra-Pacific Study Exchanges. More information on the South-South exchange evaluation component is provided in Annex B.

To reach above objectives, the evaluations are expected to deliver:

- 1.** A costed mapping of the different capacity development modalities used at SPC, including a comparative of what is done elsewhere in the region for similar stakeholders, context and needs, and comparative of what could be done more innovatively, in a more cost effective way and how
- 2.** A review of existing MEL methodologies and tools, with recommendations for improvement and standardisation
- 3.** Realist Context, Mechanism and Outcome (CMO) configurations outlining the relative effectiveness of selected capacity development interventions

4. Specific challenges, opportunities, lessons learned and recommendations related to the MFAT funded Intra-Pacific Study Exchanges, to inform the use of South-South collaboration as a capacity strengthening modality at SPC and in the Pacific
5. More general lessons learned and recommendations for current and future capacity development efforts at SPC.

The scope of evaluation A is potentially significant in terms of approaches and interventions, geographies and timelines. The evaluation team, together with SPC's Strategy, Performance and Learning unit and network of MEL practitioners (MELnet), will co-design an inception report with a refined scope based on literature review, a first round of key internal and/or external informant interviews and further refining of the programme theory.

SPC's Fisheries, Aquaculture and Marine Ecosystems (FAME) division will be conducting an Evaluation of its capacity development activities, focusing *inter alia* on the technical relevance of the learning provided and outcomes related to individual and organisational capacities. It is expected that FAME's Evaluation will pay attention to Realist CMO configurations, and that it takes place concurrently to evaluation A of these ToR, so that evaluation data and findings from FAME's review will be available for use under evaluation A. Primary data collection under evaluation A will therefore exclude FAME's projects.

While detailed case studies are only expected for the selected interventions, the evaluation should at least provide basic levels of information for all of SPC's various capacity development modalities (size of current capacity development investments, mapping of what is done where and with whom, examples of change achieved, challenges, opportunities and lessons learned, and more to be determined).

The evaluations will provide data and information related to our contribution towards achievement of Sustainable Development Goal 5 – Gender Equality, and 17 – Partnerships for the Goals. The evaluation should factor in gender, youth, persons with disabilities and other vulnerable group perspectives.

3. Evaluation Questions

Evaluation A will seek to answer the following questions:

1. What capacity development interventions are used across SPC? What is their intent?
2. Where are SPC's capacity development interventions taking place (in which PICTs, which entity etc.)? How much do they cost? Who benefits from them (individuals)? What is their purpose (what needs are they addressing)?
3. What are the methods, systems and tools used to track progress and measure outcomes of capacity development at SPC? Are they effective? How can they be improved?
4. How is SPC capacity development monitoring and evaluation data stored and analyzed? How can SPC improve these practices?
5. How, for whom, in what circumstances and to what extent are SPC's capacity development interventions bringing about changes in systems, capacities, policies and improved performance for the PICT individuals, organisations, networks and systems targeted?
6. What are the factors enabling or hindering change?
7. If any, are the changes brought about sustainable? How or why not?
8. What role do context, an enabling environment, cultural values, social norms, and individual attitudes or behaviours and learning styles play in the effectiveness of capacity development initiatives?
9. How do we learn from and communicate on capacity development at SPC?

10. What should we do more of, adapt, cease or do differently in terms of capacity development?

Evaluation B will seek to answer following question:

1. Following on from previous South-South exchange evaluation findings and recommendations, how can South-South exchanges be improved and adapted for increased use as a capacity development modality at SPC and in the region?

4. Users of the Evaluation

The evaluations are expected to provide SPC's Senior Leadership Team with information on the scale and scope of SPC's capacity development efforts. Value for money and effectiveness considerations will provide evidence towards the appropriateness of capacity development resourcing, and influence subsequent capacity development investment decisions. The evaluations are also meant to test and refine SPC's theory of change and Strategic Results Framework with regards to capacity development, and inform the design of the next Strategic Plan and Strategic Results Framework.

The evidence generated will also benefit divisional Directors, programme designers and implementers, MELnet and programme staff as they improve and adapt their capacity development design, implementation and MEL practices. This will also help inform future conversations with partners, and donor partners on capacity development elements of other scientific and technical programmes and projects.

The findings of the South-South component of the evaluation will be shared with MFAT as part of SPC's reporting requirements under the MFAT Grant Agreement.

5. Methods for Data Collection and Analysis

The evaluations will be based on mixed-methods research, with both quantitative and qualitative data collection methodologies planned. The approach will be refined at evaluation framework development stage, but should include a desk review of relevant existing secondary data, as well as primary data collection through surveys, outcome mapping, key informant interviews and focus group discussions. A realist evaluation lens will be applied to uncover CMO configurations at the various levels of the refined programme theory for selected interventions.

The evaluation design should consider how information generated by the evaluation can be communicated and shared with key stakeholders.

It is expected that the evaluator(s) will develop a detailed methodology for data collection, data management and analysis to answer the evaluation questions. This methodology should be in direct response to the evaluation questions and will be further unpacked in the inception report once the evaluation is underway.

6. Roles and responsibilities

The evaluations will be co-designed and co-implemented by the external Evaluator(s) and SPC, including SPC's network of MEL practitioners (MELnet). The Evaluator(s) will work closely with SPC's Strategy, Performance and Learning (SPL) corporate team on the design and implementation of the evaluations. A steering committee made up of key internal stakeholders, including MELnet focal points, will provide advice and guidance on all aspects of the design, implementation and communication of findings from the evaluations.

The overall Evaluation Team will include the Evaluator(s), SPL's PMEL Adviser, SPL's Planning and Reporting Officer and potentially another interested MELnet stakeholders. The Evaluation Team reports to the Head of SPL.

Key roles and responsibilities are outlined below.

Evaluation Team, including Evaluator(s) and SPC teams

Establish the Steering Committee

Develop an inception report, short evaluation matrix, data collection exercises, draft and final evaluation report (no more than 20 pages) for evaluation B (MFAT funded Intra-Pacific Study Exchanges), see Annex B for details

For evaluation A:

- Develop an inception report which includes
 - A brief literature review of SPC and external literature related to capacity development
 - Preliminary internal and/or external key informant interviews
 - A refined middle range theory of change for capacity development at SPC, and assumptions to be tested during the final evaluation process
 - Updated evaluation questions, based on the literature review, interviews and refined programme theory
 - A detailed methodology that clearly explains
 - data collection instruments, resources and timelines
 - approach to CMO development
 - a proposed targeting strategy and rationale
 - limitations and management strategies
 - A detailed workplan.
- Develop an evaluation matrix which provides a snapshot of evaluation design, including evaluation questions and sub-questions, data sources and key analysis questions.
- Data collection, including surveys, outcome mapping, interviews with key informants.
- Produce a draft evaluation report of no more than 50 pages, which must contain
 - An executive summary (up to 4 pages)
 - Description of SPC's various capacity development approaches and mapping
 - A final theory of change for capacity development at SPC, and assumptions that underlie our work
 - Description of the methods and evaluation approach
 - Key evidence and analysis. It should include present evidence of the outcomes of capacity development efforts, and describe CMO configurations towards the outcomes
 - Challenges and opportunities
 - Conclusions
 - Set of evidence-based lessons and recommendations of how SPC can improve design and implementation practice at divisional and project levels, develop standardized capacity development framework(s) and measurement tools, as well as better decide on future capacity development investments at organisational level.
- Produce a final evaluation report, incorporating recommendations and advice from the Steering Committee and other consulted stakeholders.
- Develop an interactive map of SPC's capacity development efforts in the Pacific.
- Co-design and deliver two learning events to disseminate findings, and contribute other knowledge / communications products.

SPC Evaluation Lead

- Drive the work of the Committee
- Manage the External Evaluator(s)
- Manage internal relationships with interested stakeholders
- Ensure deliverables are met according to timelines
- Identify and flag potential issues or bottlenecks

Evaluation Committee

- Review and provide advice on the inception report, the methodology, including data collection instruments and resources
- Review and provide advice on the work plan and timelines
- Attend and participate in meetings of the committee
- Review and provide advice on the final report and other key deliverables
- Provide advice and recommendations for the dissemination of findings
- Participate in the two learning events to disseminate findings.

The Head, SPL

- Approve budget for the evaluations
- Approve payment of consultant fees
- Approve all key deliverables.

6. Key Deliverables and Timeline

The following products will be developed according to broadly indicated timelines below:

No	Product	Details	Timeline	Number of days	Milestone payment
1	Signing of contract	N/A	May	17 th May	10%
1	Evaluation B: Pre-briefings, Inception report, preparation, inception report and evaluation matrix	< 10 pages	May	3.5 days	10%
2	Evaluation B: Final evaluation of the MFAT funded Intra-Pacific Exchange Study, including primary data collection	15-20 pages The report should include one-page summary of findings and recommendations	June	23.5 days	20%

No	Product	Details	Timeline	Number of days	Milestone payment
3	Evaluation A: Pre-briefings, Inception report, preparation, Inception report and evaluation matrix	<15 pages	June	8 days	10%
4	Evaluation A: Evaluation report on capacity development efforts at SPC, Timeline includes data collection, review of FAME's evaluation data and findings, draft, executive summary for discussion at the learning events, final report after learning events)	50 pages (not including appendices)	September	5 weeks	20%
5	Two learning events on capacity development efforts at SPC	PowerPoint presentations	June and September	1/2 day each	
6	Interactive map and glossary of capacity development interventions at SPC	The interactive map should be on an online freely accessible platform	September	2 days	15%
7	Improved capacity development MEL toolkit, based on existing tools used at SPC and/or externally	N/A	September	2 days	15%

All draft products should be provided to the Steering Committee and the Head of SPL for review and feedback. The Evaluator(s) will have two weeks following each Steering Committee meeting to incorporate feedback and finalise the draft report. All products should be provided in English and should not require any additional editing from SPC. The final reports shall contain an executive summary, main findings, conclusions, and recommendations. Additional materials should be presented in annexes. All research outputs will acknowledge SPC, New Zealand and any other donor support clearly and explicitly.

7. Data Presentation and Dissemination Methods

There will be two SPC learning events held to present findings and key recommendations of the MFAT funded Intra-Pacific Study Exchanges evaluation and findings and recommendations of the broader capacity development evaluation. The first learning event will be held in Noumea in June and the second learning event will be held in Suva in September. The learning events will be co-designed and delivered by the external team, SPL and the Steering Committee. The external team will be required to travel to Noumea and Suva to host these two events.

8. Budget

The maximum budget available is 45,000 Euro. The Evaluator's proposal should include a detailed breakdown including number of working days, consultant fees, VAT/taxes, software licences, electronic devices. Travel and visa costs for primary data collection will be borne by SPC.

Payments will be based on milestones as per the table above. All costs proposals should be made in Euro. SPC uses DFAT Remuneration Framework as a guide for Consultant remuneration.

9. Duration of Work

Work is anticipated to commence on 17 May 2019 and be completed no later than 30 September 2019. The total length of the consultancy is 65 working days between May and September 2019.

10. Ethics and Child Protection

SPC is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, in accordance with our Child Protection Policy. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the Evaluator(s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The Evaluator(s) shall also explain how confidentiality and anonymity of participants will be guaranteed. As a minimum, the Evaluator(s) should follow the [Australasian Evaluation Society Guidelines for the Ethical Conduct of Evaluations](#).

11. Institutional arrangements

The external evaluation team will report to the Head of SPL.

The external evaluation team is expected to work from home except for face-to-face inception meetings, during primary data collection where the team will work in selected capacity development recipient countries, and for face-to-face presentations of findings. The team will maintain regular communication with SPL.

12. Requirements for the Evaluator(s)

The contract is open to individuals and small teams, acknowledging the maximum budget limitation. It is up to the bidder to propose the desired configuration, but it is essential to consider how this can be a co-evaluation process that involves SPC Staff.

The Evaluator(s) must meet the following Competency Requirements:

- University degree in one of the following areas: monitoring and evaluation, economics, public policy, statistics, or relevant field
- A proven track record of high quality, publishable and credible evaluations
- Extensive knowledge of evaluation methods and techniques
- Demonstrated realist evaluation expertise
- Demonstrated capacity development evaluation expertise
- Very good policy knowledge and theoretical understanding of capacity development
- Experience in conducting evaluations in Pacific Island countries
- High-level of data processing and analysis skills
- High-level of written and verbal communications skills in English
- Ability to communicate evaluation findings and facilitate learning with a variety of stakeholders

Desirable competencies include:

- Experience in co-evaluation
- Good understanding of gender analysis and social inclusion
- Previous experience in value for money assessments, including experience in analysing the cost effectiveness of capacity development programs
- Experience conducting multi-country evaluations

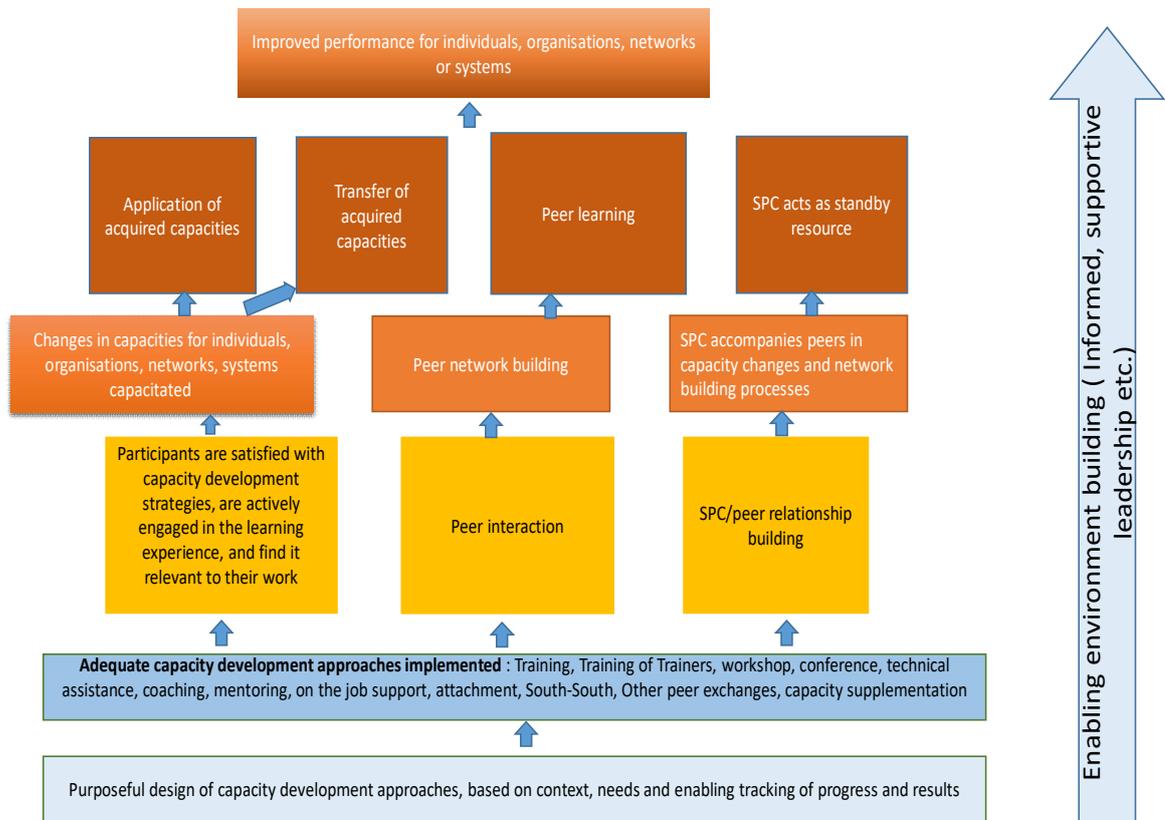
The Evaluator(s) should submit a proposal containing:

- Qualifications and attached CV(s)
- A description of previous experience of similar assignments that have been performed during the last three years
- Specific description of experience in the Pacific and any experience in capacity development, international development and education and conducting realist evaluations
- Examples or links to previous pieces of work
- Supply of at least two references, in the form of names, email address and telephone numbers
- A short description of how the Evaluator(s) intends to address evaluation questions, and proposed evaluation methodologies
- A detailed time schedule and financial proposal for the assignment. The financial proposal needs to indicate the all-inclusive fixed total contract price in Euro, supported by a breakdown of costs

Proposals should be sent to: Head of SPL, Emily Sharp at emilys@spc.int by **Friday 3rd May 2019, 4 pm Fiji time**. All enquiries regarding this evaluation should be sent to Kristel Griffiths at kristelg@spc.int no later than 5 days before the 3rd May 2019 deadline.

Please note that only short-listed candidates will be contacted. Incomplete applications or applications received after the deadline will not be accepted.

Terms of Reference - Annex A: SPC Capacity Development Draft Theory of Change



Terms of Reference - Annex B - Final evaluation of the MFAT funded South-South capacity exchanges

South-South cooperation refers to the exchange of expertise between actors (governments, organizations and individuals) in developing countries. Through this model of cooperation, developing countries help each other with knowledge, technical assistance, and/or investments.

From 2014 to 2019, SPC piloted intra-Pacific study exchanges with the purpose of providing SPC with learning opportunities to improve the effectiveness of South-South exchanges as a modality for capacity development in the Pacific region. These intra-Pacific study exchanges have been funded by MFAT through two MFAT and SPC Grant Funding Arrangement for Pacific Regional Agencies, the first running from 2014-2016 and the second running from 2017-2019.

The total value allocated for the South-South exchanges was NZD 1.2M. The funds were made available through a competitive internal application process managed by the Strategy, Performance and Learning (SPL) team. In total five funding rounds were held with proposals assessed against key criteria. Funds requested for the exchanges varied from NZD 9,500 to NZD 200,000.

In total, 25 exchanges have taken place from 2015 to 2019 covering agroforestry, aquaculture, biosecurity, culture, energy, maritime safety, and statistics. Seventeen PICTs have participated in the exchanges, with 11 of this PICTs hosting exchanges. Fiji, Tonga, Kiribati, Vanuatu, and Papua New Guinea have participated in the most exchanges. Fiji, Tonga, and New Caledonia have hosted the most exchanges.

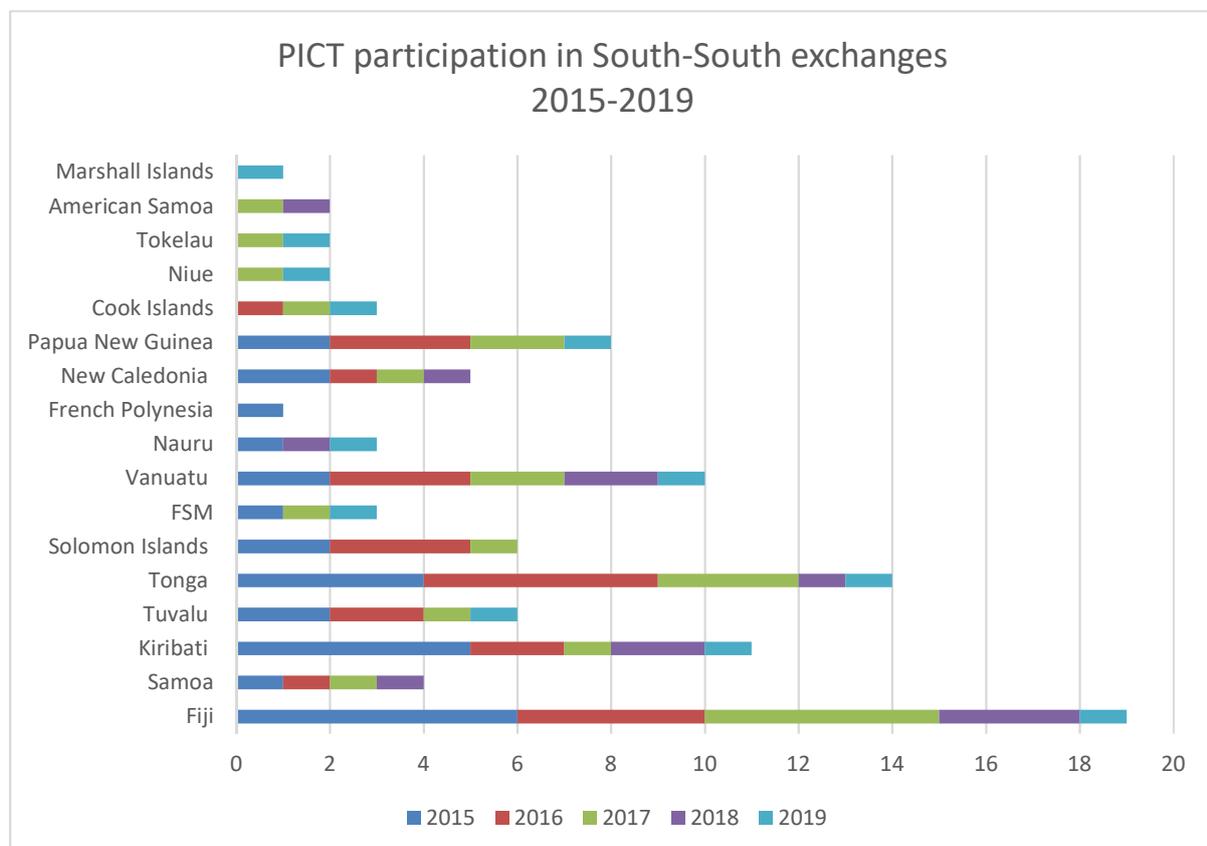
In 2016, SPL undertook a review of the key achievements, challenges and lessons learned from the NZ-SPC South-South Cooperation for capacity building in the Pacific (2014-2015) based on eight south-south capacity exchanges that took place during this period.

Based on the review and analysis of the evidence generated by the evaluation, the following key lessons from the first evaluation were identified:

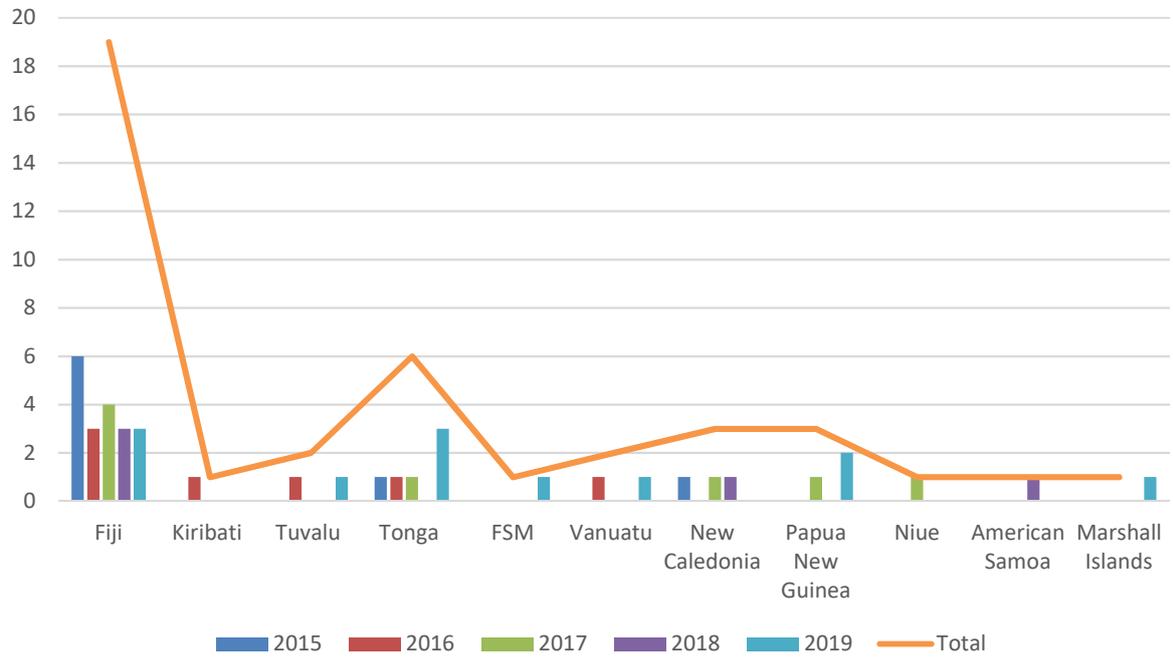
- **Institutional readiness** is a key factor in Participants' ability to apply South-South learning in their work and should be considered when offering opportunities to participate in exchanges.
- **Strategies for sharing and applying new learning** for Participants should be included in the South-South experience to promote the use and transfer of knowledge after the exchange.
- Participants may require **support to utilise new networks** established through South-South exchanges.
- SPC would benefit from **regular sharing among coordinators** of South-South exchanges, and with the organization more broadly, to encourage good practice and promote it as a useful modality for delivery of capacity development.

- Linkages between South-South and established plans, programmes and priorities are important, but the **exchanges should also be situated within a broader capacity development effort** to maximize their effectiveness.
- Learning from South-South should continue to **inform the criteria for subsequent exchanges** to provide the mechanism to assure good practice planning for the use of the South-South modality.

The final evaluation of the South South capacity exchanges aims to build on the findings of the first evaluation, with a view to incorporating questions raised by, but outside of the scope of the first evaluation, to identify how South-South can be adapted and used more thoughtfully as a capacity building modality at SPC and in the region.



Host PICTs for South-South exchanges 2015-2019



Annex C: SPC South-South exchange interview questionnaire

Respondent name:

Interview date:

Interview time:

Attachment name:

Introduction: Good morning/Good afternoon.

Thank you for your time and for agreeing to this interview. As previously explained, we are conducting an evaluation of the New Zealand-funded South-South exchanges, where Pacific island countries share their knowledge and experiences to assist each other's development.

The aim of the evaluation is to assess the effectiveness of the South-South exchanges, looking at intended and reached outcomes, how outcomes were achieved, and how the context in which host and recipient participants find themselves may influence programme effectiveness. The evaluation will look at how the process went, in a holistic way. This would include sections of the attachment that went well or not so well, and how we can improve in the future.

There are about 15 questions and it should only take about 30 minutes to run through them all. The information you provide will be confidential and will only be used to report back to New Zealand and to promote learning about these types of exchanges within SPC.

Do you have any questions before we begin?

Let's start with confirming your name and contact details

Name:

Phone:

Email:

Q1. Can you tell us what your involvement has been with SPC?

Q2. We are particularly interested in South-South exchanges you have been involved in. Can you tell us more about them? [Prompt for specific answers regarding participation in South-South exchanges , **objectives and intended outcomes**, How and why was he/she chosen as a host, how and why was he/she chosen as a recipient]

Q3. Do you think South-South exchange was the most appropriate capacity development approaches for your learning needs? Why/Why not?

Q4. How was the exchange structured? [Prompt for Study tour, Training, Observational, Workshop]

Q5. Can you tell us about SPC's involvement in the exchange? [Prompt for what did SPC do? When? With whom?]

Q6. Can you tell us more about the involvement of your Office, Executive, Ministry in the exchange? [Prompt for whether they were consulted before the programme, then kept informed etc.]

Q7. Can you talk us through some of the results that you have seen as a result of SPC's South-South exchange work? [Prompt for output, CiK, CiA, CiP, or impact, application of gained knowledge, networking or collaboration between participants in the exchanges?] **Who benefited from these results?** [we are aiming for a comprehensive listing of all outcomes]

Q8. Can you talk to us in more details about.... (Choose one specific result mentioned in the previous question to test for a specific change process/mechanism) [Prompt for change process/mechanism, who did what, SPC's specific contribution to the result, who benefitted, individual versus organisation etc.]

Examples of mechanisms in SPC's Theory of Change

- Data or evidence produced by SPC was used to inform policy or programs
- A collaborative and participatory approach made outputs more relevant to local needs
- Through the project, increase in expertise and efficiency and application of gained skills in practice
- A collaborative and participatory approach helped to foster trust, and shared norms and values among participants, which helped the project to work effectively
- Through exchanges, work placements or internships, observation, understanding and trust in the systems and processes presented
- The project enabled mutual learning between PICTs and fostered cooperation
- Multiple types of knowledge and resources were integrated to address complex problems
- SPC's understanding of different actors, institutions and contexts resulted in effective group facilitation
- Assessment, monitoring and evaluation tools and processes contributed to useful feedback and improvement

Q9. Tell us about what happened after you participated in the South-South exchange? [Prompt for application of capacities acquired, sharing capacities further, gains and improvements at individual versus organisational level, any blockages to sustainability]

Q10. What is it about SPC's work that made a difference to how the exchange worked for the different participants?

Q11. What do you think enabled or hindered results?

Q.12. Have you received South-South exchange support or capacity development support from other partners? Is capacity development delivered differently by other partners?

Q13. Is there anything else you would like to add regarding SPC's work and results in capacity development?

ANNEX II

SPC GENERAL CONDITIONS OF CONTRACT FOR PROFESSIONAL SERVICES

1. LEGAL STATUS

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis SPC. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of SPC.

2. SOURCE OF INSTRUCTIONS

The Contractor shall neither seek nor accept instructions from any authority external to SPC in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect SPC and shall fulfil its commitments with the fullest regard to the interests of SPC.

3. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

The Contractor shall not discriminate against any Staff of SPC, their employee, traveler, independent professional or any other person because of race, medical condition, religious creed, ancestry, national origin, age, sex or handicap.

4. SPECIFIED PERSONNEL

The Service Provider must ensure that the Specified Personnel perform the Services in accordance with this Contract. SPC may, at its absolute discretion, require the Service Provider

to remove any Personnel (including Specified Personnel) from work in respect of this Contract, or from undertaking the Services or any part of the Services. If it does so, or if Specified Personnel are unable or unwilling to perform the Services, the Service Provider shall provide replacement Personnel (acceptable to the Customer) of suitable ability and qualifications at no additional cost and at the earliest opportunity.

5. ASSIGNMENT

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of SPC.

6. SUB-CONTRACTING

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of SPC for all sub-contractors. The approval of SPC of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.

7. OFFICIALS NOT TO BENEFIT

The Contractor warrants that no official of SPC has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

8. INDEMNIFICATION

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, SPC, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

9. INSURANCE AND LIABILITIES TO THIRD PARTIES

- 9.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 9.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 9.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

- 9.4 The Contractor shall, upon request, provide SPC with satisfactory evidence of insurance cover as required under this Article.

10. ENCUMBRANCES/LIENS

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with SPC against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

11. TITLE TO EQUIPMENT

Title to any equipment and supplies that may be furnished by SPC shall rest with SPC and any such equipment shall be returned to SPC at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to SPC, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate SPC for equipment determined to be damaged or degraded beyond normal wear and tear.

12. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

SPC shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At SPC's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to SPC in compliance with the requirements of the applicable law.

13. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF SPC

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with SPC, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of SPC, or any abbreviation of the name of SPC in connection with its business or otherwise.

14. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

14.1 All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of SPC, shall be treated as confidential and shall be delivered only to SPC authorised officials on completion of work under this Contract.

14.2 The Contractor may not communicate at any time to any other person, Government or authority external to SPC, any information known to it by reason of its association with SPC which has not been made public except with the authorisation of SPC; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

15. FORCE MAJEURE AND OTHER CHANGES IN CONDITIONS

15.1 Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force which are beyond the control of the Parties.

15.2 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to SPC, of such occurrence or change if the Contractor is

thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify SPC of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken, including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, SPC shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

15.3 If the Contractor is rendered permanently unable, wholly or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, SPC shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 16, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

16. TERMINATION

16.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty days' notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 17 "Settlement of Disputes" below shall not be deemed a termination of this Contract.

16.2 SPC reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case SPC shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

- 16.3 In the event of any termination by SPC under this Article, no payment shall be due from SPC to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract. The Contractor shall take immediate steps to terminate the work and services in a prompt and orderly manner and to minimise losses and further expenditure.
- 16.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, SPC may, without prejudice to any other right or remedy it may have, terminate this Contract forthwith. The Contractor shall immediately inform SPC of the occurrence of any of the above events.

17. SETTLEMENT OF DISPUTES

17.1. Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation shall take place in accordance with the Local Law, or according to such other procedure as may be agreed between the parties.

17.2. Arbitration

Unless any such dispute, controversy or claim between the Parties arising out of or relating to this Contract or the breach, termination or invalidity thereof is settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, such dispute, controversy or claim shall be referred by either Party to

arbitration in accordance with the applicable local law. The arbitral tribunal shall have no authority to award punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

18. PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of SPC, including its subsidiary organs.

19. TAX EXEMPTION

- 19.1 Under the 'Host Country Agreement' with the Country hosting SPC Offices, SPC, being an International Organisation, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognise SPC's exemption from such taxes, duties or charges, the Contractor shall immediately consult with SPC to determine a mutually acceptable procedure.
- 19.2 Accordingly, the Contractor authorises SPC to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with SPC before the payment thereof and SPC has, in each instance, specifically authorised the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide SPC with written evidence that payment of such taxes, duties or charges has been made and appropriately authorised.

20. CHILD LABOUR

- 20.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent

with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

- 20.2 Any breach of this representation and warranty shall entitle SPC to terminate this Contract immediately upon notice to the Contractor, at no cost to SPC.

21. HUMAN RIGHTS

- 21.1 The Contractor recognises, respects and upholds the human rights of every individual, being a minimum those protected by the Universal Declaration of Human Rights. The Contractor will actively seek to ensure he is not complicit in human rights abuses committed by others.
- 21.2 The Contractor is committed to respecting, and acting in a manner which avoids infringing on, human rights. In this regard the Contractor acknowledges the Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect Respect and Remedy' framework (2011).
- 21.3 To meet these commitments, the Contractor will not accept modern slavery, forced labour and human trafficking in his supply chain.
- 21.4 Any breach of this representation and warranty shall entitle SPC to terminate this Contract immediately upon notice to the Contractor, at no cost to SPC.

22. OBSERVANCE OF THE LAW

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

23. AUTHORITY TO MODIFY

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and

enforceable against SPC unless provided by an amendment to this Contract signed by the authorised official of SPC.

