

Acknowledgements

The evaluators

I. EXECUTIVE SUMMARY

(i) Project data

The project Empowering Civil Society Groups to Promote Social Accountability was implemented between 1 April 2011 and 30 April, 2013 (including a one-month no-cost extension) by the Centre for Strategic and International Studies (CSIS)¹, based in Jakarta. The total grant was \$225,000. The project was implemented by CSIS, with no implementing partners. In Jayapura, Papua, ICS, the Institute for Civic Strengthening, provided logistical support.

The project served the overall goal of securing improved governance in Papua. More specifically, it focused on developing and implementing a practical strategy to build a mechanism, a CSO Forum, through which civil society could develop skills in social accountability and promote accountability and transparency by the provincial and city

Given the deep suspicion of civil society on the part of government in Papua (not unusual in a conflict zone), the intention of the project was to establish the CSO Forum as a legitimate body in the eyes of both decision-makers and the public. In pursuit of participatory governance, training was provided to all stakeholders, not only civil society organizations (CSOs), and a series of dialogue sessions was also organized.

However, the project strategy devoted insufficient attention to converting a new interest in social accountability into a commitment to sustain civil engagement and work to institutionalize mechanisms for accountability

Impact: The Project succeeded in working in a constructive way to draw attention to deficiencies in governance in Papua, and contributed to building a broader awareness of social accountability and what it entails. Beyond this, its impact was quite limited. Despite this, there is potential for the project to have a catalytic effect. CSIS is a highly-credible, mainstream Indonesian policy research institution. As such, it is in a position to facilitate dialogue between government and civil society in Papua in a way that locally-based organizations might find more difficult. If it secures additional funding in the short term, learns from the lessons of this project and deepens its investment in seeking to strengthen governance in

brief and short-term in duration, and proved inadequate as a basis for building sustainable knowledge and skills.

f One important area of success for the project concerned the introduction of the & L W L] H Q V ¶ 5 H S R U W & D U G & 5 & R U ³ V F R U H F D U G ´ D V D W H F K Q L T of public services. The effort by CSIS to launch a pilot initiative in education in Jayapura was highly-regarded by participants, and stands out D V D Q H I I H F W ¶ V G R O Q D U Q S Q U R D F K V building capacity.

f As a result of a tendency by the project team to take an expression of interest on the part of stakeholders, particularly government officials, as a formal commitment to act, CSIS R Y H U H V W L P D W H G W K H S U R M H F W ¶ V D F K L H Y H P H Q W V D V D V V H V V H C While the project made worthwhile contributions in each outcome area, no sustainable results were obtained. There has been no follow-up action by either government or civil society to F R Q W L Q X H W K H S U R M H F W ¶ V Z R U N D Q G & 6 , 6 K D V P D G H Q R I X U W K

f Project beneficiaries interviewed for the evaluation reported positively on the value of the ideas concerning social accountability introduced to them by the project. Yet, none

(iv) Recommendations

It is recommended that:

f CSIS reconsiders its approach to project design, with particular attention to

II. INTRODUCTION AND DEVELOPMENT CONTEXT

(i) The project and evaluation objectives

The project Empowering Civil Society Groups to promote Social Accountability was implemented between 1 April 2011 and 30 April, 2013 (including a one-month no-cost extension) by the Centre for Strategic and International Studies (CSIS)², an independent policy research institute, based in Jakarta. The total grant was \$225,000, including \$22,500 for UNDEF monitoring and evaluation. The project was implemented by CSIS, with no implementing partners. In Jayapura, Papua, ICS, the Institute for Civic Strengthening, provided logistical support.

The project served the overall goal of securing improved governance in Papua. More specifically, it focused on developing and implementing a practical strategy to build a mechanism, a CSO Forum, through which civil society could develop skills in social accountability and promote accountability and transparency by the provincial and city

JRYHUQPHQW ,Q WKLV ZD\ LW ZRXOG FRQWULEXWH WR. EXLOGLOQ

Given the deep suspicion of civil society on the part of government (not unusual in a conflict zone), the intention of the project was to establish the CSO Forum as a legitimate body in the

(ii) Evaluation methodology

Key stakeholders and beneficiaries interviewed included the following:

- x Members of the CSIS Project Team;
- x Members of the CSO Forum in Jayapura;
- x Other representatives of local civil society in Papua;
- x Senior Papua-based academics;
- x Provincial and local government

There is a long list of structural problems underlying the deficiencies in the governance of Papua, which is characterized by arbitrary decision-making and a disregard for formal and transparent decision-

institutionalize social accountability, particularly as a result of the practical exposure to the Score Card and its potential. It is apparent that CSIS was somewhat optimistic in setting these assumptions. In fact, many of them would have been better seen as part of the project, building the enabling environment for the project proper. As CSIS recognized at the conclusion of the project, two years is too short a time to generate complex changes in institutional practice and in inter-group dynamics. Particularly given the project design, though technically and professionally solid on an activity-by-activity basis, underestimated the time and effort required at each stage, as well as the importance of building connections across activities.

ii. Logical framework

The Logical Framework, as set out in the project Document, as well as the final report. In addition to listing a set of five intended outcomes, the project presents three objectives. To avoid overlap, and to make for a more straightforward presentation, these objectives have been taken as representing the medium-term impact results statements in the framework.

10 experts on Papua from the central government, major research institution, CSOs and the UN are invited to expert meeting ;

Intensive communications by CSIS; with CSOs and government stakeholders, prior to initial visit to Jayapura

Meetings with key stakeholders in Jayapura

Invitations issued to 70 stakeholders to take part in

IV. EVALUATION FINDINGS

The evaluation is based on

.Activities took place when the CSIS team arrived in Papua and ceased when they left. A critical factor in explaining the weakness of the CSO Forum as an organization was the lack of clarity about the role of ICS, the organizing partner or agent of CSIS in Jayapura, and the lack of leadership it displayed, or was empowered (by CSIS) to display. Without a firm mandate and formal structure, and lacking consistent and ongoing organizational coordination, the Forum was unable to achieve its potential.

0RYLQJ IURP FRQVLGHUDWLRQ RI WKH)RUXP DQG LWV UROH W F effectiveness in capacity building (Outcome 2), it is noted that the project sought to increase the capacity of the CSO Forum, the local government and local parliament to promoted social accountability. It is certainly the case that the project team displayed great energy in delivering a set of activities intended to produce this result. However, the sequence of activities, while logically planned in building awareness and understanding of social accountability and what it

DFFRXQWDELOLW\ 2XWFRPH S)LQDO 5HSRUW

Outcome 4 & 6,6 VXJJHVWHG LQ WKH)LQDO 5HSRUW WKDW ³,W DVVH
engagement between the CSO Forum, local government and local parliament to sustain social
DFFRXQWDELOLW\ KDV EHHQ DFKLHYHG

national level, the pr

One further activity, a consultation with ³ J H Q G H U D Q G Y X O Q which consisted of a meeting between the project team and a member of the City Council with a group of 18 women market traders- was isolated from other project activities, and, unfortunately, had no influence in broadening the base of beneficiaries supported. The failure to integrate this activity into the overall project strategy, or to devote more attention to ensuring involvement of women and marginalized groups in activities and projected results, represented a missed opportunity.

CSOs, and for introducing an effective a Q G S U D F W L F D O P H W K R G R O R J \ W K H & L W CRC) through which to assess the quality and reach of public services.

Even in a difficult environment, where there is little experience on the part of citizens or officials with democratic practice, and where political elites may have little incentive to introduce reform, all of these elements of the project could prove to be catalytic. For them to be so, would require CSIS to be committed to building on the project and to developing a more effective process to facilitate institutionalization of the innovations launched, while also building higher-level political support.

The beneficiaries interviewed all spoke positively of the ideas introduced by the project and indicated that they valued what they had learned. Comments on the CRC were especially enthusiastic. In particular, there was appreciation for the way the project team had brought together government officials, teachers and CSOs to work together in devising indicators for the CRC survey and, later, assessing results.

IV. CONCLUSIONS

(i) The project built on the previous experience of CSIS in undertaking projects and research in Papua, including an earlier UNDEF project in 2007-8, which focused on similar topics.

(ii)

operationalize social accountability, was very successful. The effort by CSIS to launch a pilot initiative in education in Jayapura was highly-regarded by participants. It also stood out as an H I I H F W L Y H - b y C H R L Q Q L Q J S U R D F K W R E X L O G L Q J F D S D F L W \ + R Z H Y H provision was made for follow-up, building on the experience of the pilot initiative.

(viii) There was a tendency by the project team to take an expression of interest on the part of stakeholders, particularly government officials, as a formal commitment to D F W & R Q V H T X H Q W O \ & 6 , 6 J U H D W O \ R Y H U H V W L P D W H G W K H S U relation to the five outcomes specified. While the project made useful contributions in each of the areas covered by the outcomes, no sustainable results were obtained. There has been no

VI. ANNEXES

ANNEX 1: EVALUATION QUESTIONS

DAC
criterion

ANNEX 2: DOCUMENTS REVIEWED

Project documents:

Project Document, UDF-INS-09-323

30 April 2014, Wednesday

1. (Ms) Dra Sipora Nelei Modouw, Retired Provincial Government Officer (former head of Office of gender Empowerment);
2. (Mr.) Muh Darwis Massi, Elected Member of City Legislature (City Council);
3. Ms Aria Yuvite Gobay, Lecturer, Port Numbay College of Economy, and Cenderawasih University, Jayapura;
4. Informal Conversations: Mr. Parnandes Silaen, Provincial Government Officer, Department of Marine Issues and Fisheries; Mr. Yason Apaserai, Sekolah Demokrasi, Papua.

1 May, Thursday, National Holiday

Return by air to Jakarta Debriefing and report planning meeting, International and National Consultants,

