

## **Terms of Reference - External Evaluation**

### *Promoting Dialogue for Democratic Reform in Haiti*

#### **I. Introduction**

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Since the end of Duvalier dictatorship, Haiti has endured persistent political instability and repeated institutional and governance crises, with varying degrees of international community intervention. Important progress has been made in terms of reconstruction following the devastating earthquake of 2010, but Haiti's democratic institutions are weak and a long-standing political crisis with elections postponed since 2011 prevails. The president along with ten remaining senators are currently the country's sole elected representatives. All 150 mayors were appointed in 2012 by the Executive when their terms expired, the Lower Chamber deputies saw their terms expire in January 2015 and the remaining senators (out of 30 total) cannot function due to a lack of quorum. This year, the Haitian population will exercise its right to vote in order to elect 1500 local authorities, 119 deputies, 20 senators and the President of the Republic.

Beyond the political and institutional situation, additional problems include a state budget on the verge of bankruptcy; tense relations with the Dominican Republic due to a controversial ruling of the Constitutional Court retroactively depriving Dominicans with Haitian origins of Dominican nationality; an incomplete reform of the security sector; the devastating effects of the cholera epidemic allegedly brought in by UN forces; and the planned reduction of the MINUSTAH military force as established by resolution 2180 (2014) of the UN Security Council.

Haiti has failed so far to adequately tackle structural hurdles to democratic consolidation. The earthquake recovery immense endeavours combined with the political power struggle between the Executive and the Legislative/Opposition have resulted in a lack of progress towards democratic consolidation. However, in the medium term Haiti will have no option but to implement the democratic reforms needed to ensure political stability, governance and rule of law, requiring the proactive and constructive adhesion of the different political players.

Since 2010, the Club de Madrid is contributing to make democratic reform happen in Haiti through the projects "Global Leadership for Haiti's Reconstruction" and "Promoting Dialogue for Democratic Reform in Haiti", with the financial support of the European Commission.

## II. The Club de Madrid

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The Club de Madrid responds to the demand for leader-to-leader political support to confront today's global, regional and national democratic leadership challenges. It is an independent, global organization dedicated to strengthening democratic values and practices around the world by drawing on the unique experiences of its Members –more than 100 democratic former Heads of State and Government from over 60 countries who contribute their time, expertise and knowledge to this mission. The Club de Madrid's membership constitutes the world's largest forum of ex-Presidents and ex-Prime Ministers and offers today's leaders an unequalled body of knowledge and neutral political leadership experience.

Club de Madrid Members have the convening power, access and leadership experience that is required to support authorities and key players in transitional democracies and fragile state environments. The presence of former leaders, who can speak freely and with no strings attached, whose sole political agenda aims at assisting democracy promotion and strengthening, creates the space for contending interests to meet and discuss in an open and constructive manner.

Membership in the Club de Madrid is offered to respected former Heads of State and Government of democratic countries who contribute their personal experience, knowledge and know-how to the promotion of democracy. One of the Club de Madrid's major assets is the ability of its Members to offer strategic, independent peer-to-peer advice to current leaders striving to build or consolidate democracy. Members can also help focus much needed international attention on selected themes, issues of global concern, regions or countries and leverage the work of other institutions endeavouring to promote democracy. The Club de Madrid has a significant track record of in-country democratic consolidation projects in Timor-Leste, Ecuador, Bolivia, Tunisia, Kyrgyzstan and Georgia. Moreover, the work of the Club de Madrid is supported by a network of high-level political and academic advisors who offer assistance on a range of democratic reform issues.

The Club de Madrid undertakes projects related to its core mission of fostering and upholding democracy. It seeks to utilize the first-hand experience of its Members and the expertise of its advisors on projects that have a practical focus and clear democracy promotion agenda. The organization may also play an advocacy role in promoting democratic principles in certain country or thematic cases.

## III. Project Summary : Objectives and Activities

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**Implementation period:** December 25, 2013- October 31, 2015

**Overall objective:** to support Haitian leaders to overcome the immediate political challenges and, at the same time, promote reflection and dialogue regarding structural obstacles to democratic reform in the medium and long term.

The topics related to democratic consolidation that the project is striving to address are as follows (the project was not required to work on all these dimensions, but rather to select

priorities according to opportunity and relevance): social cohesion; constitutional reform; supporting free, transparent and fair elections; promotion of investment; judicial reform.

**Specific objectives:**

- To establish multi-stakeholder spaces for dialogue and negotiation so as to bring together the country's key players in order to reflect on commonly identified democratic governance priorities
- To accompany Haitian leaders in the management of immediate political challenges and support them in their search for solutions that lead to, as far as possible, reaching agreements on specific problems
- To promote reflection and dialogue and deal with political actions regarding democratic reform in the medium and long-term in order to find specific pragmatic agreements

**Expected results:**

- Building trust as well as bridging divergent positions, by means of promoting multi-stakeholder debate schemes about the priorities in the field of democratic governance and State reform
- Haitian political leaders have the resource through Club of Madrid's members who can provide strategic and independent political advice, in order to move dialogue forward (and, hopefully, lead to agreements) about immediate political challenges
- A collective reflection is taken forward on issues regarding democratic reform in the medium and long term, based on the evidence of what has worked in other places or analysis of different proposals on the table, in order to inform potential agreements, reach consensus, help in the decision-making and contribute to de-ideologising and depersonalising the discussions.

**Key Activities:**

- Kick-off mission
- 6 high-level missions. Bilateral meetings of political advice to Haitian political leaders to get an in-depth understanding of the challenges, based on the options that are on the table as well as different positions, and provide advice on the basis of their own experience when in office.
- With the support of local and international experts, produce tools (e.g. working documents, briefing papers) on specific initiatives for democratic reform, with comparative analysis or the analysis of advantages and disadvantages of the different positions on the table.
- 4 work meetings with sectoral representatives to find about their positions, red lines and room for negotiation, with representatives chosen from civil society and the Churches,

private sector, intellectuals, academics and political leaders, with the purpose of exercising mediation and reaching a consensus.

- 2 thematic multi-stakeholder workshops, followed by a dinner-debate, to deal with long-term issues related to democratic reform, in order to move forward with reflection, inform potential agreements, seek consensus and contribute to de-ideologising and depersonalising the debates.
- 3 Club of Madrid's members conferences on democratic governance in public fora, such as Haitian universities
- Follow-up of the agreements and next steps

### **Target groups:**

This project supports Haitian leaders' efforts on issues critical for democratic consolidation and reform. A select group of Club de Madrid Members and high level experts will directly engage with Haiti's key actors:

- a) President Martelly, his cabinet and senior advisors;
- b) Prime Ministers Lamothe and Paul, and members of the Cabinet;
- c) The Legislative Branch: Members of the Parliament;
- d) Political party leaders;
- e) Representatives of Haiti's civil society, academia, media and business sector;

Direct beneficiaries of this project are Haiti's leaders and representatives of the diverse target groups participating in the projects' activities. Indirect beneficiaries are the Haitian people as a whole, to the extent that the project contributes to the consolidation of democracy.

### **High-Level Club de Madrid Missions:**

Haiti: 6 Missions Mission 1 February 2014; Mission 2 April 2014; Mission 3 July 2014; Mission 4 January 2015; Mission 5 May 2015, Mission 6 October 2015

New York: 1 Mission, March 2015

## **IV. Purpose of the Evaluation**

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### Evaluation objectives:

- Inform the Club de Madrid, the European Commission and other project stakeholders about the performance of the project, as regards to objectives, outcomes and implementation achievement
- Inform future efforts of the Club de Madrid aiming at in-country democratic consolidation processes, in Haiti and other geographies

## Evaluation Output:

- An evaluation report in English<sup>1</sup> will be prepared by the external evaluator based on independent observation, consultation and analysis. The report will indicate conclusions, lessons learned and recommendations from the project implementation (max 50 pages).

## Outline of the Evaluation Report:

- Executive Summary: it should focus on the main analytical points, indicate overall project conclusions, lessons learned and recommendations (max 4-5 pages);
- Evaluation per Criteria of Evaluation (relevance; effectiveness; efficiency; sustainability; impact; coherence ; EU added value -see below-). Analysis of the performance of Club de Madrid and the local partner throughout the project, including an overview of the major stakeholders and beneficiaries' involvement in the project implementation. Identify the challenges to the project's success as well as good practices;
- Lessons learnt from the project
- Findings, conclusions and recommendations: provide clear replies to the evaluation questions and ensure a logical chain from the findings to the conclusions and recommendations. Recommendations should be realistic, targeted and prioritized.
- Highlight success stories and useful anecdotes
- Annexes – Terms of Reference of the evaluation – Name of the evaluator and firm – Methodology used for the evaluation – Logical framework – List of persons/organisations interviewed or consulted – Literature and documentation consulted – Other technical annexes

## **V. Criteria of evaluation**

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- **Relevance:** the extent to which the objectives of the project were consistent with the beneficiaries' needs and appropriate in relation to the priorities and situation at the national level.
- **Effectiveness:** the extent to which the project's objectives were achieved or are expected to be achieved. The effectiveness of the project should be assessed in accordance with the activities and outputs detailed in the logical framework.
- **Efficiency:** the measure of how economically resources / inputs (funds, expertise, time, etc) are translated into results, the outputs in relation to the inputs.
- **Sustainability:** the extent to which the benefits or results will continue or are likely to continue after the project has been completed, whether the results can be sustained beyond the project's implementation.
- **Impact** that the project has achieved and is likely to achieve in the future: measure positive and negative effects produced or caused by the project, directly or indirectly, intended or unintended.

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<sup>1</sup> The final evaluation report will be translated into French so that it is duly shared with Haitian stakeholders

- **Coherence and coordination:** the extent to which the project worked together and adequately harnessed opportunities for complementarity with other interventions with similar objectives.
- **EU Added Value:** the extent to which the project adds benefits to what would have resulted from Member States' interventions only.

## VI. Duration and timeline

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The duration of the assignment will be 3 months, and a maximum of 50 billable working days. Period of evaluation: 30 September 2015 to 31 December 2015.

Indicative timeline:

- 1) announcement of vacancy: July 20<sup>th</sup> - September 11<sup>th</sup>
- 2) selection of evaluation consultant or firm: September 30<sup>th</sup>
- 3) reading of materials, preparation of questionnaires, grids and other evaluation tools, and finalization of the evaluation methodology : October 20<sup>th</sup>
- 4) participation in Club de Madrid VI High-Level Mission to Haiti: first week of October (tbc) and/or a 5-days visit to Haiti for stakeholders' interviews and consultations early November
- 5) delivery of a first draft evaluation report to the CdM for comments before finalization: November 23<sup>rd</sup>
- 6) input from CdM, EC and other stakeholders: December 4<sup>th</sup>
- 7) delivery of final evaluation report: December 18<sup>th</sup>
- 8) evaluation report publication and distribution: January 2016

## VII. Selection process

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Interested consultants or firms should submit the following materials in electronic format to [clubmadrid@clubmadrid.org](mailto:clubmadrid@clubmadrid.org) with "External Evaluation-Haiti" in the subject line **by September 11th, 2015**. Only selected applicants will be contacted.

- Curriculum Vitae
- A 3-4 pages written sample of project evaluation reporting in English e.g. recommendations;
- An evaluation process and methodology proposal (max 5 pages), including a limited number of evaluation questions
- Economic proposal

The ideal consultant or firm selected will be able to demonstrate the following skills (these will be used as award criteria):

- Postgraduate degree in Political Science, Public Administration, Foreign Relations Studies, Area Studies and/or demonstrated significant work experience in similar fields
- Professional experience in projects evaluation with political content or human rights concepts
- Experience in and knowledge of the Caribbean region, ideally Haiti, and fragile states

– Strong English and French language written and verbal skills; demonstrable report writing competencies.

The Club de Madrid will sign a services contract with the consultant or firm selected prior to initiating evaluation activities. The total budget available for the evaluation, including travel expenses and any other cost related to the evaluation, is 19.422 Euros (including VAT).