

Terms of Reference - Project Review

Shared Societies Project

I. Introduction

The **Shared Societies Project** is a long-term flagship Project of the Club de Madrid that has been working globally with various governments, institutions and their leaders, advising them on the best approaches to social inclusion since 2007.

We define a Shared Society as one in which all individuals and constituent groups hold status as equally contributing participants, free to express their differences while integrating their voices within the broader population, respecting everyone's dignity and human rights while providing every individual with equal opportunity.

The Shared Societies Project was designed in response to an urgent call from leaders worldwide for arguments and action plans to help them effectively and constructively manage ethnic, cultural, religious and other identity differences – promoting human rights and respecting human dignity – to facilitate coexistence, inclusion, opportunity and participation.

During the past years the project has worked from global to national and local, focusing most of its recent efforts on targeting the **Post 2015 Development Agenda** process by seeking to mainstream Shared Societies within the Sustainable Development Goals. Furthermore, the Project works as well at the country-level to support Governments willing to undertake reforms aimed at peaceful and inclusive societies, such as Myanmar or Georgia. (See annex 1: Project one-pager).

In 2015-2016, as the **10th anniversary of the Shared Societies Project** approaches, the CdM will continue working globally nationally and locally with government leaders, institutions and their leaders, as well as with civil society, encouraging them to see the importance of building Shared Societies and sharing with them the best approaches –both policy and practice- to achieve more inclusive societies at different levels of engagement.

Seizing the opportunity of the 10th anniversary of the Shared Societies Project, the CdM believes it is important to undertake an **external project review** aiming at:

- i) highlighting the main achievements of the project, and
- ii) applying the main outcomes of the evaluation in planning of SSP in future years.

Shared Societies Project wishes to continue its effort to realize positive change around the world after nine years of implementation of its goals, with the knowledge that this kind of work is essential to global progress in the 21st century. As historically marginalized and minority groups persist in their struggle for acceptance and equality, so too will our Project continue pursuing effective solutions.

II. The Club de Madrid

The Club de Madrid responds to the demand for leader-to-leader political support to confront today's global, regional and national challenges within a democratic framework. 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, particularly those in transitional democracies and advocate for democratic values and social inclusion at the global level. The presence of former leaders, who can speak freely and with no strings attached, whose sole political agenda aims at assisting democracy promotion, creates the space for contending interests to meet and discuss in an open and constructive manner. 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. The Club de Madrid has a significant track record of in-country projects in Timor-Leste, Ecuador, Bolivia, Tunisia, Kyrgyzstan, Georgia and in the MENA region.

III. Purpose of the Evaluation

Evaluation objectives:

- Inform the Club de Madrid, the donor and other Project stakeholders about the performance of the Project, as regards to outcomes and impacts throughout 10 years of project implementation.
- Critically assess the relevance and appropriateness of the Project concept, organizational structure, materials, and approaches to the task.
- Inform future efforts of the Club de Madrid aiming at in-country Shared Societies initiatives as well as advocacy efforts for social inclusion globally.

Evaluation Output:

- An evaluation report in English will be prepared by the external evaluator based on independent observation if possible, desk research, phone interviews, consultation and analysis. The report will indicate conclusions, lessons learned and recommendations for the Project implementation (max 30 pages).

Outline of the Evaluation Report:

- Executive Summary: indicating overall project conclusions, lessons learned and recommendations (max 4 pages).
- Assessment per Criteria of Evaluation (relevance; effectiveness; efficiency; sustainability; impact; coherence).
- Lessons learnt from the Project.
- Findings, conclusions and recommendations.
- Highlight success stories and useful anecdotes.

- Annexes – Terms of Reference of the evaluation – Name of the evaluator and firm – Methodology used for the evaluation - List of CdM Members/persons/organisations interviewed or consulted – Literature and documentation consulted – Other technical annexes.

IV. Criteria of evaluation¹

- **Relevance:** the extent to which the objectives of the Project were consistent with the needs identified and appropriate in relation to the priorities and situation.
- **Effectiveness:** the extent to which the Project’s objectives were achieved. The effectiveness of the Project should be assessed in accordance with the project history from 2007 to 2015.
- **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 have or are likely to continue after the Project completion.
- **Impact** that the Project has achieved and is likely to achieve in the future: measure positive effects produced or caused by the Project.
- **Coherence and coordination:** the extent to which the Project worked together and adequately harnessed opportunities for complementarity with other interventions with similar objectives.

V. Duration and timeline

The duration of the assignment will be 3 months. Period of evaluation: 1 November 2015 to 1 February 2016.

Indicative timeline:

- 1) announcement of vacancy: October, 15 – October, 30.
- 2) selection of evaluation consultant: October, 30.
- 3) delivery of a first draft evaluation report to the CdM for comments before finalization: January, 2.
- 4) input from CdM and other stakeholders: January, 10.
- 5) delivery of final evaluation report: February, 1.

VI. Selection process

Interested consultants or firms should submit the following materials in electronic format to clubmadrid@clubmadrid.org with “External Evaluation-SSP” in the subject line **by October 30th, 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 4 pages), including a limited number of evaluation questions.

¹ The reviewer is asked to apply these criteria to the overall Shared Societies Project and also to selected specific Project activities.

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, Social Studies. Area Studies and/or demonstrated significant work experience in similar fields.
- Professional experience in projects evaluation with political content and social inclusion or human rights concepts.
- Strong English language written and oral skills; demonstrable report writing competencies.

*The Club de Madrid will sign a service contract with the consultant or firm selected prior to initiating evaluation activities. The Club de Madrid Shared Societies team will provide all the necessary information for the evaluation: i.e: contacts lists, project proposals and reports, Project publications, amongst others.

*The total budget available for the evaluation, including phone calls and travel is: 12.000 Euros.

THE SHARED SOCIETIES PROJECT



"In my own country, we realized that our problems could not be solved without people and leaders working together to create a shared society... I congratulate the Club de Madrid for taking the lead on this important matter to build Shared Societies and a world made safe for difference."

Nelson Mandela

We define a **Shared Society** as one in which all individuals and constituent groups hold status as equally contributing participants, free to express their differences while integrating their voices within the broader population. It respects everyone's dignity and human rights while providing every individual with equal opportunity.

What we do

Making the case, clearly and unambiguously: drawing on the unequalled experience, resources and convening power of Club de Madrid Members, the Project asserts that overcoming identity-based divisions and building shared societies is urgent and critical; there are moral, social, political and economic arguments for inclusion.

1. **Outreach and Dissemination** of Shared Societies Project principles, methods and ideas for action, through publications, material on the internet and direct communication at all levels.
2. **International Advocacy on Norms, Practice and Policy**, through participation in selected international fora and building on established partnerships and relationships with multilateral organizations and civil society organizations.
3. **Engagement with Leaders**. Club de Madrid, led by its Members and with the support of other leaders and experts will respond to requests for leader-to-leader support in implementing the project approaches to face current challenges of exclusion and identity-based conflict. Club of Madrid Members have held elected office, understand what leaders face, and can support their peers with experience, trust and discretion.



Shared Societies at the Global Level

The Project has worked from global to local, focusing most of its recent efforts on targeting the **Post 2015 Development Agenda** process by seeking to mainstream Shared Societies within the Sustainable Development Goals. This is reflected in various places in the Goals and in particular in Goal 16 on "inclusive and peaceful societies". Attention is now turning to the challenges facing Member States in developing policies and programmes to meet the SDGs, and the support they will need from 2016 onwards.



The Shared Societies Project supports a holistic approach to sustainable development, integrating social, economic and environmental dimensions, with social inclusion at its core, as it understands that all aspects of development are inter-related and inter-dependent: progress on one aspect of development is dependent on progress on the others. In this regard, the Project is establishing a Working Group to examine the link between Shared Societies and environmental sustainability.

Shared Societies at the National Level

Over the years the Project has been involved in many countries and at present several initiatives at the country level are being developed in Bosnia-Herzegovina, Georgia, Israel, Nepal, Myanmar and Tunisia, among others.



The project on "**High Level Support for Effective Dialogue in Myanmar: Towards Democratic Transition and Shared Societies**" funded by The Charitable Foundation focuses on providing leadership experiences to Myanmar's leaders in their efforts to build peaceful coexistence, national cohesion and democratic transition.

10 years promoting #SharedSocieties



Shared Societies at the Local Level

The Project is committed to overcome social exclusion and build Shared Societies at the local level. Local governments are key actors in supporting local communities to achieve Shared Societies.

The Project has therefore completed a new publication "**Local Government for Shared Societies**". It contains dedicated materials based on Shared Societies Project documents to be specifically relevant to local situations.

About the Shared Societies Project

Co-Chairs: Valdis Birkavs, Prime Minister, Latvia (1993-1994), Chandrika Kumaratunga, President, Sri Lanka (1994-2005), Cassam Uteem, President, Mauritius (1992-2002)

NetPLUSS: Network of Political Leaders United in Support of Shared Societies.

The Right Reverend John Bryson Chane D.D. • Teresita Deles • Kinga Göncz • H. Muhammad Jusuf Kalla • Sir John Kaputin • Juan Fernando López Aguilar • Beatriz Merino • Roelf Meyer • David Miller • Baroness Nuala O'Loan • Ebrahim Rasool • Montek Singh Ahluwalia • Yaga Venugopal Reddy

Funding Partners: Alan B. Slifka Foundation • The Charitable Foundation • City of Rotterdam • Comunidad de Madrid • European Commission • Gobierno de Cantabria • Government of Norway • Friedrich-Ebert-Stiftung

Project Team: Carlos Westendorp, Secretary General Club de Madrid, Rubén Campos, Programs Coordinator, rcampos@clubmadrid.org; Clem McCartney, Policy and Content Coordinator, cmccartney@clubmadrid.org; Carla Fernández-Durán, Program Officer, cfernandezduran@clubmadrid.org; Rafael Moreno, Project Officer, rmoreno@clubmadrid.org

Commitments for Shared Societies

The 10 Commitments for Shared Societies have been identified as key policy areas which are essential features of a Shared Society and thus, leaders are asked to make a commitment to these if they have not already done so. They also can be used as a check list to review those areas in which a state has made progress and those areas in which more work needs to be done. The 10 Commitments for Shared Societies are grouped in four categories:

Institutional Arrangements



I. Locating responsibility of social cohesion within government structures



II. Creating opportunities for consultation

Safeguards



III. Monitor structures and policies to ensure they are supportive of social cohesion



IV. Ensure the legal framework protects the rights of the individual



V. Deal with inequality and economic disadvantages by those discriminated against

Service Provisions



VI. Ensure that physical environments create opportunities for social interaction



VII. A education system that demonstrates a commitment to a shared society

Inter-community development



VIII. Initiate a process to encourage the creation of a shared vision of society



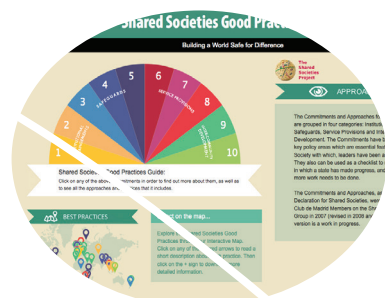
IX. Promote respect, understanding and appreciation of diversity



X. Take steps to reduce tensions and hostility between communities

The Online Good Practice Guide:
www.clubmadrid.org/sspguide

Shows how the Project goals are already being applied in countries around the world with more than 75 examples of best practices.



This initiative has benefited greatly from the vision, commitment and support of

The Alan B. Slifka Foundation



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