

Proposal call for the evaluation of the Corruption Watch (RF) 5 Year Strategy



April 2021

Corruption Watch (CW) was founded in 2012 and is a non-government organisation with the main objective to “encourage and enable active public participation in combating corruption by reporting experiences of corruption in South Africa”. In the context of South Africa, CW can be considered the most prominent civil society organisation with a country-wide focus and outreach in the area of anti-corruption, playing a pivotal role in tackling corruption in the country. This role as a major civil society organisation is also highlighted by its official status as the national Transparency International chapter.

Since 2012, CW as an organisation has experienced fast growth in terms of staff, outreach and the number of projects implemented. This brings challenges with regard to how the organisation is working which includes the individual responsibilities of the different units (Finance & Administration, Stakeholder Relations and Campaigns, Legal & Investigations, and Communications) vis-à-vis each other, how decisions are being taken inside the organisation, internal and external coordination and communication, as well as knowledge management. Additionally, a further challenge is the remarkable growth in the number of projects that are being funded by donors which often require specific information and formats for reporting, showcasing impact as well as accounting for the efficient use of funds.

The last evaluation, conducted in 2016, informed the development of the five-year strategy (Vision 2021), the organisational Theory of Change, and related projects and programmes. Subsequently, in 2017 CW undertook a significant organisational development programme that has shaped our overall learning and operational process. This Terms of Reference is to conduct an evaluation of CW as an organisation between the period 2017-2021.

Evaluation objectives:

The 2021 evaluation has one purpose:

- *To assess the effectiveness of CW as an organisation in terms of its strategies, Theory of Change, and programmatic areas as outlined below.*

The findings of this evaluation will inform conclusions, lessons learnt and recommendations to the programmes and effectiveness of CW's strategy. It is primarily intended for informing CW's strategy and positioning in the sector, key supporting funders and external partners.

The evaluation comes at a relevant time both internally for CW and within the external context. Many of CW's current projects and/or campaigns present several key strategic and sustainability opportunities, that can form part of future strategy.

Externally, this evaluation is particularly timeous, with the COVID-19 pandemic that has signalled new direction of how we operate and especially the conduct of community engagements, a key feature in our operating model. Furthermore, the discussions on anti-corruption, transparency

and accountability are at the centre of the current political debates within the country.

Background to the organisation

CW's five-year vision was to be "**a leading civil society organisation building and creating a transparent and accountable society**" and our mission was "**to encourage and enable public activism to prevent, report and combat corruption in South Africa**". This vision is unpacked to four organisational goals namely: Active and informed public participation; Practicing Governance Excellence; Building Anti-Corruption Alliances; and Raising the risk of engaging in corruption.

CW programmes and/or projects are currently organised across five interdependent outcomes, derived from our Theory of Change. These are:

- 1) Citizens report their experiences of corruption to Corruption Watch;
- 2) Pressure on perpetrators leads to exposure and sanctions;
- 3) CW interventions improve responsiveness by State and strengthen the anti-corruption policy and legislative environment;
- 4) People are actively engaged and action-oriented in resisting corruption;
- 5) CW's interventions generate knowledge and understanding of how corruption works.

Derived from the Theory of Change, CW has identified three programmatic areas below:

1. Corruption is reported: CW implements effective reporting processes; public interest stimulated; and the public mobilised through education;
2. Building of anti-corruption alliances: CW is part of anti-corruption networks; our programmes strengthen, influence and support anti-corruption strategies in SA; and we strengthen, influence and support anti-corruption governance mechanisms in SA;
3. Raising the risk of engaging in corruption: High impact through meaningful cases of corruption exposure; produce and present submissions on legislation policy that have an impact on corruption, strengthen capacity to conduct effective and efficient investigation into select reports of corruption; and place pressure on relevant investigatory & supervisory bodies to investigate & sanction corrupt individuals,

CW is governed by a board of directors. The board has one subcommittee, the Audit and Risk committee, that reviews the financial documentation and risk profile of CW. The board of directors and subcommittee meet on a quarterly basis and are involved in strategy development, financial oversight and overall governance.

CW's management team, spearheaded by the executive director, manages the day-to-day operations of the organisation. The entire CW staff is involved in annual planning and decision making around campaigns and programmes. On a regular basis, the staff meet to reflect on programme/campaign progress towards achieving impact and adjust short-medium term plans based on recent learnings and anticipated changes in the environment.

Key evaluation questions:

- a) Relevance of CW strategy:
 - Are the current CW projects still relevant for the needs of its beneficiaries and strategies of its partners and funders?

- Is the current CW strategy and Theory of Change still relevant for the anti-corruption sector and the organisation?
- b) Effectiveness of CW:
- To what extent are the CW outcomes being achieved?
 - What are the major factors that influenced the achievements or non-achievements of CW outcomes (programmatic/campaign-specific and contextual)?
 - To what extent have the different strategies and methodologies adopted by CW during programme delivery proved to be effective? Which strategies and methodologies employed have been most and least critical in terms of achieving the impacts?
 - What is CW's unique offering to the anti-corruption sector?
- c) Efficiency of CW:
- Were the CW activities managed in a cost-effective manner?
 - Were the objectives achieved within the timeframes?
 - Were CW's overall programmes implemented in the most efficient way with regards to staff complement, costs, administration etcetera?
 - Is the governance and management of CW well suited to ensure strategic oversight and programme delivery?
 - How well is CW positioned (in terms of its capacity/skills of staff/management/board) to respond to the needs in the current context (needs of beneficiaries, funders, policy makers)?
- d) Impact of CW:
- Did the overall CW programme contribute towards the achievement of overall long term development goals?
 - To what extent have the needs of the marginalised communities been met?
 - To what extent have public sector partners and other stakeholders felt that CW strategies contributed to anti-corruption work?
 - What are the unintended positive and/ or negative outcomes of implementing the CW organisational objectives?
 - What are the main impacts as a result of CW's work from 2017-21?
 - To what extent has CW's work influenced the policy and legislative environment?
 - Are the programmes adequately monitored and evaluated to measure impact?
- e) Sustainability of programme:
- Will the positive changes promoted by CW have a lasting impact?
 - To what extent will the implementation of the CW organisational impacts continue after donor funding has ceased?
 - What were the major factors, which influenced the achievement or non-achievement of sustainability of CW's overall programmes?
 - What measures are in place to ensure the sustainability of CW and its related strategies?

Evaluation Design and Participatory Approach:

- a) A qualitative approach should be given preference over quantitative approaches.
- b) Stakeholder consultation: Interviews and discussion groups as required with anti-corruption sector NGOs and public sector officials. Interaction with CW board, CW staff and programme partners should also be integrated into the methodology for undertaking the evaluation.
- c) Analysis of existing documents: There are a number of documents available including the organisational development report, donor contracts, donor reports, key organisational policies and procedures, annual reports from previous years etc. These will be used to inform the evaluation design. There might be other secondary data such as policy documents and submissions that can be identified as part of the inception report.

- d) Recommendations and lessons learned: Prior to the finalisation of the conclusions and recommendations for the final report, a consultative workshop on key findings and recommendations should be presented to CW board, management and staff. Conclusions are substantiated by findings and analysis. Recommendations and lessons learnt follow logically from the conclusions.
- e) Use of evaluation: The board of CW will be responsible for taking forward the conclusion, recommendations and lessons learnt. The results and their responses will be shared with the CW management, staff and funders and other stakeholders. This will directly inform the strategy development process.

Timeframes:

The response to this RFP should be submitted by no later than 7 May 2021 @ 16:00pm. The evaluation will commence in May 2021 and conclude by the latest 15 July 2021. Preliminary findings and analysis should be presented to the team in mid-June.

Expected Results:

- a) Inception workshop and report: An inception workshop will be included with the management team to clarify scope, process and methodology. This will be documented as a part of an inception report (approx. 2-5 pages) which shall provide feedback on how the objectives, questions and reports as described in the TOR can be achieved within the evaluation. Suggestions can be made to supplement or restrict the TOR, but will be done in consultation with CW.

For the inception report we suggest the following structure:

1. Key data of the evaluation: Details of author, duration of the project/programme to be evaluated, title of the evaluation, principal of the evaluation (CW), contractor of the evaluation, date of the report.
2. Feedback/amendment to the TOR: Are all parts of the TOR clear to the evaluation team? Is the focus of the evaluation clearly defined? Suggestions for amendments of the TOR are presented (in a form so that the principal can accept or disagree).
3. Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, who is team leader/coordinator?), estimated timetable and workdays for the evaluation team. Report about identified problems and risks.
4. Evaluation design and methodology: Refinement of the evaluation questions and define how the methodology will be used effectively and efficiently answer these questions. Report about the chosen qualitative and/or quantitative methods and further steps on how to implement them in the evaluation (selection of samples, strategies for analyses and collecting data, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Measures to be taken to get adequate information for analysis.
5. Outline the support role that CW would need to play for this evaluation, and if any steering committee is required.
6. Tools for data collection and data analysis (e.g. presentation of questionnaires)

The final report shall be written in English (not more than 50 pages + annexures) and has – as a minimum - to include the following contents:

- 1) Key data of the evaluation: see above “inception report”
- 2) Executive summary: a tightly drafted, to-the-point, free-standing document (about 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.

- 3) Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the project/programme to be evaluated and relevant frame conditions.
- 4) Evaluation design/methodology.
- 5) Key results/findings: with regard to the questions pointed out in the TOR/inception report (including project/programme and context analysis), Assessment of the extent to which issues of equity and gender are incorporated in the project/programme.
- 6) Conclusions based on evidence and analysis.
- 7) Recommendations regarding future steps/activities/follow-up – carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible, for each conclusion a recommendation).

**All draft deliverables must be submitted in electronic format by e-mail and on a USB drive, all final deliverables must be delivered to the CW office, Braamfontein. CW must be enabled to edit both the design and content of the material.*

Key Evaluator Qualifications:

- Submissions will be assessed on the strength of the proposal itself and on the experience of the organisation, consortium or individual.
Specific considerations with regard to the proposal would be:
 - Appropriateness of the methodology proposed
 - Cost effectiveness
 - Timeframe
- Specific considerations with regard to the experience of the proposer would be:
 - Understanding, analysing and improving organisational strategy, mandates, functions, design and business processes (experience in working with non-government organisations is considered an asset);
 - Experience in organisational development, change management and strategy evaluation in a non-governmental environment;
 - Capacity to produce comprehensible reports and presentations on findings and recommendations;
 - Proven track record in producing reports and technical documents of high quality and usability;
 - As a minimum, experts on the team are required to have a post-graduate qualification in social science, economics or a comparable degree;
 - Experience in the NGO sector;
 - Contents of the offer;
 - CVs of all evaluators involved;
 - Outline of the planned evaluation process;
 - Brief explanation and justification of the methods to be used; and
 - A complete financial proposal and cost structure that includes both the fee and any incidental costs such as transport, accommodation, taxes, fees and costs of workshops done as part of the evaluation, etc.

Submission of Proposal

Via email to sbonison@corruptionwatch.org.za with the subject **CFP: 5 YEAR EVALUATION STRATEGY**.

All briefing material submitted to the consultant as well as all deliverables and products linked to this assignment are the intellectual property of Corruption Watch and shall be treated as strictly confidential.