



Call for Expression of Interest: Evaluation of the European Union/Gender Links Making Every Voice Count for Gender Equality in South Africa Programme (1 January 2013 – 30 June 2015)

1. Intervention Background

Gender Links (GL) and the European Union collaborated to implement the **Making Every voice count for gender equality in South Africa** programme whose main focus was to contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015. The programme included strengthening the South Africa Gender Protocol Alliance network led by South Africa Women in Dialogue (SAWID) to hold the South Africa government accountable and empower citizens to claim their rights.

The main objectives of the programme included:

- Strengthening the South African Gender Protocol Alliance network in South Africa.
- Campaigning for an Addendum to the Protocol on Gender and climate change.
- Monitoring and evaluating progress towards attainment of the 28 targets through the annual SADC Gender Protocol barometer and gathering Protocol@work case studies.

The programme formed part of the broader work of the regional Alliance to track SADC countries' progress towards meeting the 28 targets of the Protocol. Higher level advocacy included collaborating with the Alliance network during the 2014 elections and raising awareness on levels of gender based violence to prompt government commitment to reduce gender based violence in South Africa.

The action's expected results included:

- Establishment of one national coordinating network which will be part of the regional Alliance. This network was to be organized according to the ten theme groups of the regional Alliance aligned to the SADC Gender Protocol in the areas of Constitution and Legal Rights, governance, education, economic justice, gender based violence, health, HIV and AIDS, peace and security, media, climate change. The action sought to identify champions across the theme groups through the network at community level to ensure integration of key Protocol provisions in their work.
- Developing targets related to gender and climate change through the campaign for an Addendum on climate change in the Gender Protocol - The campaign was however changed to focus on the Post – 2015 review of the Protocol in light with the targets that are about to expire.
- Development of a country level gender action plan aligned to the 28 targets of the Protocol – this deliverable was changed to development of a provincial action plan on gender based violence.
- Monitoring progress of implementation of the 28 targets of the Protocol through research and publishing of two South Africa Gender Protocol barometers.

2. Scope

The evaluation covers GL 30 month Alliance programme with the European Union from January 2013 to June 2014. The fund requires that an independent end of project assessment be undertaken within the three months of the end of the programme to determine its impact. The aim of the evaluation is to determine the extent to which the programme met its objectives and whether the expected results were achieved. The evaluation will also assess how the programme has contributed to the overall European Union objectives under the European Instrument for Democracy and Human Rights (EIDHR) Country Based Scheme – South Africa 2011 and 2012. Through an honest examination of what actually happened against the planned results, important lessons for future programmes can be learned.

Objectives

The purpose of the evaluation is to:

a. Programmatic

- Identify the impact of the programme and ways that this may be sustained beyond the European Union grant.
- Record and share lessons with intended users
- Account to local stakeholders for the programme's achievements
- Improve future programme design and management
- Assessment of partnership strength and sustainability as impacted by the action
- Assessment of the achievement of goals by GL

b. Financial

- Verify that funds were used effectively and efficiently to deliver results
- Assessment of the efficacy and efficiency of the management of the programme
- Assessment on the use of funds as agreed in the grant agreement

c. Management and institutional capacity

- Assessment of the programme structure and its functionality in regards to the current environment
- Assessment of the organisation structure in relation to the South Africa partners and target groups.
- Assessment of the South Africa Alliance network in relation to the regional Alliance.

3. Organisation, management and stakeholders

The programme under evaluation targets civil society groups particularly those involved in gender equality work. The Ministry of Women, provincial legislature and the Commission for Gender Equality were also targets in this programme. In addition GL has worked closely with SALGA the local government association to build capacity of women in making their voices count for gender equality. The programme ultimately targeted women on the ground through the *Women Demand Action* campaign which linked to championing the targets of the Protocol across the nine South Africa provinces.

The evaluation will be led by an external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme. The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality.

The evaluation process should be impartial and independent in its function from the process concerned with the policy making, the delivery and the management of development assistance.

- Impartiality contributes to the credibility of evaluation and the avoidance of bias in findings, analyses and conclusions. Independence provides legitimacy to evaluation and reduces the potential for conflict of interest which could arise if policy makers and managers were solely responsible for evaluating their own activities.

The evaluation should cover:

- An assessment of impact
- A statement of the extent to which the impact has directly or indirectly contributed to increasing voice, accountability and responsiveness and to reducing poverty.
- Lessons and key recommendations to both the European Union and GL and implementing partners.

4. Process

The evaluation will be based on key informant interviews with stakeholders, partners and beneficiaries. Annex B lists potential key informants. Other supplementary methods will be identified as appropriate by the evaluator to enhance the information from the interviewing process. Activities for the evaluation include:

- a) An inception meeting with the consultant to discuss the proposed methodology with EU and GL. Key documents for evaluator reading and reference prior to inception is listed in Annex B.
- b) Field visits to project site to collect evidence including interviews with key partners and beneficiaries. The evaluator shall liaise with GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone. The evaluation queries that should be covered by the evaluation are attached in Annex A.
- c) Data and information coding and analysis
- d) Evaluation report writing

The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality. The programme evaluator will report to GL. The final evaluation report will be shared by GL.

5. Duration

The evaluation is expected to start during the week of **3 September 2015** and end **by the 15th of September 2015**. The total number of days for the evaluation will be 8 person days.

6. Deliverables

The key deliverable of the evaluation is a final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to the review criteria outlined in Annex A, recommendations, innovation and lessons learned, and list of people/organisations contacted. The report framework is listed in Annex A.

The report will include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation.

7. Evaluation Team Qualifications

The evaluator should be an external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme.

Knowledge and qualification requirements from the evaluator is as follows:

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media, financial systems management and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.
- A good understanding of the South Africa civil society environment and the gender movement.

8. Resources

The resources available for this evaluation are a maximum of EUR5,000 inclusive of travel and the expected deliverables.

9. How to apply

Send applications and Expression of Interest to alliance@genderlinks.org.za copying procurement@genderlinks.org.za by 27 August 2015. Interviews with potential evaluators will be held on the 1 and 2 September 2015.

Annex A Evaluation Guide

The evaluator shall include the following questions as queries for the evaluation under the three focus areas.

a) Programmatic

Effectiveness

1. Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework.
2. Have interventions achieved or are likely to achieve objectives?
3. How effective and appropriate was the programme approach?
4. With hindsight, how could it have been improved?

Relevance and equity

1. What is the programme's significance with respect to increasing voice, accountability and responsiveness within the local context?
2. How well does/did the programme relate to governance priorities at local, national or internal levels?
3. To what extent does the programme have a positive impact on the more disadvantaged groups? NB: This should cover a discussion of social differentiation and the impact on the different population groups and the marginalised (e.g. by gender, ethnicity, socio-economic group, disability, ethnic minorities, people living with HIV/AIDS and other excluded groups)
4. How well does/did the programme relate to the European Union priorities?

Impact

1. What are the broader economic, social, and political consequences of the programme and how have these contributed to improved governance and transparency outcomes and to poverty reduction?
2. What was the programme's overall impact and how does this compare with what was expected?
3. Did the programme address the intended target group and what was the actual coverage?
4. Who were the direct and indirect/wider beneficiaries of the programme?
5. What difference has been made to the lives of those involved in the programme?

Replicability:

1. How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable.
2. What aspects of the programme are replicable elsewhere?
3. Under what circumstances and/or in what contexts would the programme be replicable?

Innovation

Has the programme identified a new way of working that should be shared with others? If so, please describe in this section how the programme is innovative and/or what are the main lessons learned.

b) Financial

Economy

1. Has economy been achieved in the implementation of programme activities?
2. Could the same inputs have been purchased for less money?
3. Were salaries and other expenditures appropriate to the context?

Efficiency

1. How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs?
2. Are there obvious links between significant expenditures and key programme outputs? How well did the partnership and management arrangements work and how did they develop over time?
3. How well did the financial systems work?
4. How were local partners involved in programme management and how effective was this and what have been the benefits of or difficulties with this involvement?
5. Were the risks properly identified and well managed?

Value for money

1. Is there an optimum balance between Economy, Efficiency and Effectiveness?
2. What are the costs and benefits of this programme?
3. Overall, did the programme represent good value for money?

c. Operationalisation, Management and Institutional capacity

Organisational structure

1. What is the relationship of Gender Links and the South Africa Alliance partners in programme implementation?
2. What is the sustainability of the two structures in relation to the programme?
3. What is the impact of the structure on programme progress and impact?
4. What recommendations can one make on how the organisation can improve its systems to achieve greater impact?

Sustainability:

1. What are the prospects for the benefits of the programme being sustained after the EU grant? Did this match the intentions?
2. How has/could collaboration, networking and influencing of opinion support sustainability?

Operating environment assessment:

1. What is the programme effectiveness in relation to civil society partners, the Ministry of Women and other gender institutions in relation to GL operations?
2. What is the programme effectiveness in relation to the political landscape of the country pre and post elections?
3. What is the strategic direction in programme implementation with considerations of new civil society players, politicians and political affiliations?

d. Lessons Learned

The evaluation must provide a brief summary of the key recommendations that have emerged from the final evaluation. The evaluation should further cover lessons learned in

the implementation of the programme. Lessons learned should be categorised by stakeholder engagement, programme implementation, programme design. Unintended results of the intervention should be highlighted in this section. Lesson learned can therefore be summarised as follows:

- Lessons about the overall programme design
- Lessons about adapting your methods and approaches
- Lessons about working with partner organizations
- Lessons about risk assessment and management
- Lessons about sustainability and scaling up
- Thematic lessons – operating environment and emerging issues contextual to South Africa.

e. Methodology

How the final evaluation was conducted should be explicitly explained. In some cases this may include how surveys, focus groups, key informant interviews, or other evaluation techniques were conducted. This section should also include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation. Stakeholder approach in the evaluation is also critical in terms of methodology. In summary methodology may include the following:

- Sampling techniques
- Surveys, focus groups, key informant interviews
- Background documents review
- Stakeholder approach
- Link between logframe and M & E processes

f. Time schedule and deliverables

The key deliverables of the evaluation and time lines are meetings as follows:

- Travel to project sites in nine South Africa provinces
- Inception meeting on the proposed methodology with GL to finalise consultant's costs and explain chosen methodology by consultant.
- Inception meeting report outlining the methodology that will be used, costs and the schedule.
- Field visits to project site including interviews with key partners and beneficiaries
- Draft evaluation report
- Feedback meeting after field visits
- Final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to standard review criteria (questions), recommendations, innovation and lessons learned, and list of people/organisations contacted. The proposed report structure will be as follows:
 - Executive summary
 - Introduction
 - Programme Development
 - Findings
 - Conclusion
 - Lessons Learnt
 - Recommendations – short , medium, and long term
 - Annexes

The evaluation is expected to start during the week of **3 September 2015** and end by the **15th of September 2015**. The total number of days for the evaluation will be 8 person days. The deliverables schedule is explained in the table under resources. The programme evaluator will report to GL and the final evaluation report will be shared by GL to the EU and other stakeholders. The evaluator will liaise with GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone.

g. References

Relevant background information:

- Programme proposal, log-frame and budget
- GL reports to EU 2013 and 2014.
- Provincial workshop report 2013.
- South Africa SADC Gender Protocol@work summit report 2013.
- Women Demand Change report 2013.
- South Africa Gender Protocol barometers 2013 and 2015.
- GL Annual Report 2014 in word.

h. Other documents

- Other key documents identified by programme management (e.g. local government reports, Women in Politics report, materials produced, case studies, recent research, etc)
- Any other documents or sources used for the evaluation

Annex B
EU/GL Making Every Voice Count for Gender equality in South Africa Interviews –South Africa

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
Effectiveness			
<ul style="list-style-type: none"> • Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework. • Have interventions achieved or are likely to achieve objectives? • How effective and appropriate was the programme approach? • With hindsight, how could it have been improved? 	<ul style="list-style-type: none"> ○ Programme proposal, logframe and budget; ○ http://www.genderlinks.org.za/page/annual-reports; ○ GL reports to EU 2013,2014. ○ South Africa SADC Gender Protocol@Work summit report and entries to the summit in word format. ○ GL Annual Report 2014 in word 	GL CEO, Head of Finance	
		GL Board Member in SA	SA
		SAWID COD	SA
		GL Country Manager	SA
		EU programme contact person	SA
		South Africa programme coordinator	SA
		Alliance programme manager	SA
Relevance			
<ul style="list-style-type: none"> • Details of the programme’s significance with respect to increasing voice, accountability and responsiveness within the local context. • How well does/did the programme relate to governance priorities at local, national or internal levels? • How well does/did the programme relate to EU’s priorities? 	<ul style="list-style-type: none"> ○ Women in Politics report ○ Women Demand Change report ○ Case studies ○ SA SADC Gender Protocol@Work summit report and entries to the summit in word format. ○ Other key documents identified by programme management (e.g. barometers documents, materials produced, case studies, recent research, etc.) 	South Africa GL stakeholders	SA
		SAWID	
		CGE	
		SALGA	
		Ministry of Women	
		GL Country Manager	SA
		South Africa programme coordinator	SA
		CEO	SA
		EU Representative	SA
		Gender champions in nine provinces	SA – nine provinces
SA Board Member	SA		

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
Economy			
<ul style="list-style-type: none"> • Has economy been achieved in the implementation of programme activities • Could the same inputs have been purchased for less money? • Were salaries and other expenditures appropriate to the context? 	Budgets and financial reports	Head of Finance	SA
		Senior accountant	SA
Efficiency			
<ul style="list-style-type: none"> • How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs. • Are there obvious links between significant expenditures and key programme outputs? How well did the partnership and management arrangements work and how did they develop over time? • How well did the financial systems work? • How were local partners involved in programme management and how effective was this and what have been the benefits of or difficulties with this involvement? • Were the risks properly identified and well managed? 	Budgets and financial reports	Head of Finance	SA
		SAWID	SA
		SA Alliance coordinator	SA
		CEO	SA
		Senior Accountant	SA
		Alliance Manager	SA
Equity			
<ul style="list-style-type: none"> • How does/did the programme actively promote gender equality? • What is/was the impact of the programme on children, youth and the elderly? 	Programme proposal, logframe	SA Alliance coordinator	SA
		SAWID	SA
		Alliance Manager	SA

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<ul style="list-style-type: none"> • What is/was the impact of the programme on ethnic minorities? • If the programme involved work with children, how are/were child protection issues addressed? • How are/were the needs of excluded groups, including people with disabilities and people living with HIV/AIDS addressed within the programme? 			
Impact			
<ul style="list-style-type: none"> • Details of the broader economic, social, and political consequences of the programme and how it contributed to improved governance and transparency outcomes and to poverty reduction. • What was the programme's overall impact and how does this compare with what was expected? • Did the programme address the intended target group and what was the actual coverage? • Who were the direct and indirect/wider beneficiaries of the programme? • What difference has been made to the lives of those involved in the programme? 	Logframe Changing lives case studies Oral testimonies of beneficiaries	SAWID	SA
		SA Alliance coordinator	SA
		SALGA	SA
		CGE	SA
		Theme champions	SA
		Alliance Manager	SA
Value for Money			
<ul style="list-style-type: none"> • Is there an optimum balance between Economy, Efficiency and Effectiveness? • What are the costs and benefits of this programme? • Overall, did the programme represent good value for money? 	Budget and reports	SAWID	SA
		SA Alliance coordinator	SA
		GL Head of Finance	SA
		Alliance Manager	SA
		Senior Accountant	SA
Lessons learned			
<ul style="list-style-type: none"> • Lessons about the overall programme design 	SA SADC Gender Protocol@Work summit	SAWID	SA

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<ul style="list-style-type: none"> Lessons about adapting your methods and approaches Lessons about working with partner organizations Lessons about risk assessment and management Lessons about sustainability and scaling up Thematic lessons – operating environment and emerging issues contextual to South Africa 	report and entries to the summit in word format	SA Alliance coordinator	SA
		EU Representative	SA
		Alliance Manager	SA
		GL SA Board Member	SA
Sustainability			
<ul style="list-style-type: none"> What are the prospects for the benefits of the programme being sustained after the funding stops? Did this match the intentions? How has/could collaboration, networking and influencing of opinion support sustainability? 	Memorandum of understanding with SAWID Provincial workshop reports	SAWID	SA
		SA Alliance coordinator	SA
		EU Representative	SA
		Alliance Manager	SA
Replication			
<ul style="list-style-type: none"> How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable. What aspects of the programme are replicable elsewhere? Under what circumstances and/or in what contexts would the programme be replicable? 	SA SADC Gender Protocol@Work summit report and entries to the summit in word format Women Demand Change report	SAWID	SA
		SA Alliance coordinator	SA
		Alliance Manager	SA
		CEO	SA
		GL SA Board Member	SA
Innovation			
<ul style="list-style-type: none"> Has the programme identified a new way of working that should be shared with others? If so, please describe in this section how the programme is innovative and/or what are the main lessons learned. 	SA SADC Gender Protocol@Work summit report and entries to the summit in word format Case studies	SAWID	SA
		SA Alliance coordinator	SA
		EU Representative	SA
		Alliance Manager	SA
		GL SA Board Member	SA