

TERMS OF REFERENCE

Internal Process Evaluation of the Masiphephe Network Project

Purpose	The Centre for Communication Impact (CCI) seeks the services of a team of (three to five) program evaluation experts to provide comprehensive internal process evaluation consultancy for the Masiphephe Network.
Location	Hybrid (Site travel and remote/home-based)
Contract Type	Consultancy
Reports to	Senior Technical Advisor
Expected Start Date	01 November 2022
Expected End date	28 February 2023
Consultancy Duration	60 non - consecutive days

Background and Context to the project

CCI leads implementation of the 5-year “**Strengthening Local Governance to Improve Gender Based Violence Response**” Project, also known as the ***Masiphephe Network***. The project is funded by the United States Agency for International Development (USAID), through its Democracy, Human Rights and Governance (DRG) unit. The overall goal of the project is: “To reduce vulnerability to gender based violence (GBV) through improved local governance and service delivery.” Strategic efforts to achieve the goal aim to strengthen the capacity of local structures to lead, coordinate and manage a community response to GBV prevention and mitigation. Masiphephe Network commenced in July 2018 and will end in June 2023. The project is implemented through the internationally renowned ecological framework that considers individual, relationship-based, community, and society level risk factors and, uses a technical approach that examines and addresses the risk factors that increase the likelihood of GBV in a particular setting. It also employs the use of evidence-led interventions.

CCI works with the Gender, Health and Justice Research Unit (GHJRU) based at the University of Cape Town (UCT); and 5 partner organisations: Agisanang Domestic Abuse Prevention and Training (ADAPT); Ethembeni Crisis Care Centre (Ethembeni); Gugu Dlamini Foundation (GDF); Project Association Southern Africa (PSASA); and Sonke Gender Justice (Sonke). The project partners implement integrated programmatic interventions at 6 sites across three provinces (Gauteng; KwaZulu-Natal and Mpumalanga) to achieve four interrelated objectives:

- (i) Strengthened community governance and accountability;
- (ii) Increased primary and secondary GBV prevention;
- (iii) Improved mitigation of GBV harms (tertiary prevention); and
- (iv) Improved access to justice for all victims and survivors of GBV.

Being the prime recipient with overall accountability of the project, CCI provides project leadership, coordination and reports to USAID on a quarterly and annual basis. The project has established coordination structures for strategic oversight, monitoring and technical collaborative advisory support. These include:

- The Project Steering Committee (PSC) made up of the USAID Agreement Officer's Representative (AOR), CCI (Chief of Party and Deputy Chief of Party), GHJRU's Director, and heads of the implementing partner organisations; and
- The Project Technical Working Group (TWG) comprised of the Senior Technical Advisor and technical leads at CCI, implementing partner's project managers and GHJRU's technical lead.

As a checkpoint in programme implementation, CCI proposes to conduct an internal process evaluation of the “**Strengthening Local Governance to Improve Gender Based Violence Response**” project. The purpose of this internal evaluation is to comprehensively document the activities, inputs, and outputs in meeting the project strategic objectives and goals. Achievements and lessons learned will be clearly documented within the dynamic context of reprogramming about mid-way in the project cycle, the impact of the COVID-19 pandemic and several other internal and external factors. The internal process evaluation should have the following foundational components:

- *A comprehensive background* to the establishment, development, and essential changes to the programme over the course of the project. This includes the methodology, logic model and theory of change employed in the project.
- *A cohesive picture* of internal reflections of Masiphephe partners and key stakeholders. A comprehensive knowledge of the programme and its operations, the ability to develop rapport and confidence with respondents, assumptions about the programme objectives, perceptions about the “use” of the internal evaluation report, and the internal and external factors that enable or affect the operational and implementation environment, should inform the “cohesive picture”.
- *Signal areas* that the Masiphephe Network believes – on the basis of its internal evidence-building, Monitoring Evaluation and Learning (MEL), and Collaborative Learning and Adaptation (CLA) processes – have the potential for scaling up, scaling back, or that should be retained as they are currently operating.
- *Evidence informed recommendations* based on robust qualitative and project implementation assessment approaches and tools.

Intended Use and Users

The primary intended users of the internal evaluation are the PSC and the TWG. The internal evaluation is to be designed, conducted and reported on, to meet the needs of the intended users. The intended users of the internal evaluation will form a steering committee whose final composition will be CCI, GHJRU and representatives from the five implementing partner organisations. The steering committee will participate in the inception (start-up) meeting of the internal evaluation as well as in a debriefing workshop where preliminary findings and conclusions are discussed. The consultancy team should elaborate in the application how this will be ensured during the internal evaluation process.

The secondary intended users of the internal evaluation report are the GBV Forum stakeholders at community level, as any ongoing engagement with them is informed by what works to reduce GBV, based on their unique community's contextual risk factors and dynamics.

Purpose of the internal evaluation

The purpose of the internal evaluation is to consolidate evidence led project design and implementation since inception in July 2018, in order to comprehensively document activities undertaken in efforts to achieve the project goal and four objectives, best practices, challenges, lessons learned with clear recommendations for aspects to maintain and sustain, deter, adopt and adapt, upscale or downscale as appropriate. Lessons on what is working well and what can be improved are critically important for this qualitative project in which such evidence is fragmented and limited. These learnings will be used to inform more effective program implementation for the remaining project implementation cycle and in similar future programming.

The Internal evaluation should consider the aspects of the program from the start of the grant in July 2018 to September 2022. The internal evaluation should also look beyond the grant period and make recommendations regarding the sustainability of the program after the end of the project cycle on the 28th of June 2023.

Internal Evaluation Scope of Work

The internal evaluation should focus on the components of the project that were implemented to contribute to the four project intermediate results. These components include:

- **The local GBV forum structures and their technical working groups that provide leadership, aim to ensure accountability and strengthen coordination of GBV prevention and response in the project sites** - the internal evaluation should document and explore achievements in strengthening GBV forum structures for improved coordination in GBV prevention and response in their respective communities across all the project sites;
- **Communication and community engagement interventions that are responding to detrimental beliefs and behaviours leading to GBV** - identify efforts and plans of local structures to coordinate and implement interventions that respond to risk factors, social and cultural beliefs and behaviours that contribute to GBV;
- **The identification and integration of support services for GBV survivors and their families, to mitigate against harm** - document the referral systems in place and assess the reported progress by project stakeholders that implement GBV case management; and
- **Document efforts that contribute to improved access to justice for survivors of GBV and their families** – evaluation efforts that aim to strengthen the quality of service delivery, case management lag time within the justice system, linkages between formal and informal pathways to justice and aligned referral pathways among others described in project documents.

Objectives of the internal evaluation

The design, process indicators, internal evaluation questions and subsequent result analysis of the internal evaluation shall utilize the methodology, logic model and theory of change of the project. The internal evaluation questions will be derived from the project's strategic objective, expected intermediate results and sample of key activities selected in consultation with CCI's

primary contact persons, and the internal evaluation steering committee. While the internal process evaluation will comprehensively document the activities, inputs and outputs of the project as a way to consolidate the achievements, challenges, gaps, lessons learned and self-reflected recommendations, the **overall objectives** of the internal evaluation are to:

- Provide CCI, GHJRU and community partners with a comprehensive assessment of the objectives of the project; on whether these have been met, and if not, what factors affected achieving these objectives.
- Provide CCI and project partners with an analysis of areas of strength, and areas of work that could be improved, including methods or activities to improve these.
- Provide CCI and project partners with relevant input for future resource mobilisation efforts after the close-out of the current project.

The internal evaluation should consolidate activities and their outputs to inform specific recommendations for improved programming and scalability, identify factors that affect processes, the quality of support provided to Masiphephe Network community partners and GBVF prevention and response. The **specific objectives** of the internal evaluation are:

1. To assess the status and extent (scope, quality and reach) of efforts to strengthen local structures in GBV prevention and response at the project sites.

The routine monitoring data collected by the project does not capture the full extent of Masiphephe Network community partners' work with regards to support provided to local GBV forum structures to execute their roles and functions, stakeholder engagements, communication and coordination support provided to GBV victims and survivors to access the necessary services along the Social Behaviour Change Communication (SBCC), Pathways to Justice (PJ) Technical Working Groups (TWGs) and within comprehensive GBV Forums. The internal evaluation should describe and assess:

- The systems that the Masiphephe Network community partners and the GBV forum structures have in place to ensure that they support the forum structures, and the leadership coordination role of forum structures in GBV responses at the respective project sites
- Whether Masiphephe Network community partners and the GBV forum structures have adequate support and supervision for the teams that support the implementation of project activities.
- The quality standards observed in the provision of necessary support services for the GBV victims and survivors including on referrals
- Whether Masiphephe Network community partners and the GBV forum structures have responsive recording and reporting systems and tools to document project implementation outcomes.
- The extent of Masiphephe Network community partners and the GBV forum structures links and relationships with other key stakeholders/partners in their communities for collaborative and synergistic purposes, for maximum effect in responding to GBV.
- Whether Masiphephe Network project activities implemented, demonstrate strong GBV prevention and response elements.

2. To document past and current activities that the project sites have implemented.

The Masiphephe Network community partners are provided with funding to support implementation of specific project activities. The internal evaluation should provide an understanding of what implementation practices are currently being followed at the project sites. Masiphephe Network community partners are also required to report on the support provided to the local GBV forum structures, implementation of social behaviour change and community engagement interventions and activities; and whether GBV survivors are provided with necessary support or are referred for further support. The internal evaluation findings must identify the role played by Masiphephe Network community partners and the local GBV forums, and how this complements or supports the work of other stakeholders. The evaluation team should use existing Masiphephe Network monitoring data and explore the possibility of gathering secondary data and statistics from key stakeholders in the Network such as South African Police Service (SAPS), National Prosecuting Authority (NPA), Department of Social Development (DSD), Department of Health (DOH), local community structures and community-based civil society organisations (CSOs), frontline community members in GBV prevention and response and other entities that the community partners engage while implementing the project mandates. Opportunities to improve project programming should be identified.

Beyond quantitative data, there is scope to tell a deeper narrative on focus areas. The Masiphephe Network community partners' staff and the GBV forum structure stakeholders responsible for implementing the project activities hold significant knowledge in this regard.

3. To identify enablers and barriers to successful project intermediate results.

Statistics do not reveal experiences and methods of support provided to GBV survivors. The internal evaluation should therefore identify factors that act as barriers and enablers to the successful function of the local GBV forum structures, implementation of social behaviour change and community engagement interventions and service provision, referrals and follow-ups by frontline service providers, who work as part of the network. This will assist the project teams to understand the conditions or context project outcomes are strengthened.

4. To identify best practices for the project support services provided and desired project outcomes across all the project sites.

In addition to challenges (and recommendations), the internal evaluation should identify innovative practices where project activities are working well. The report should include recommendations around standard best practices to improve support and services that ultimately contribute to GBV prevention and response.

5. To understand the scalability of the Masiphephe Network project.

The internal evaluation should assess the project scalability strategies. This should include systems and strategies being used by Masiphephe Network community partners beyond their current areas of project operations; and GBV Forum stakeholders' local ownership to ensure they are able to sustain, continue and expand on current initiatives, interventions and service provision as applicable to communities.

Internal Evaluation Questions

The internal evaluation should therefore focus on the key questions provided in Table 1. The internal evaluation team of consultants will identify how these questions will be answered including their proposed method and data sources.

Table 1: Internal Evaluation Guiding Key Questions

Internal evaluation criteria	Key Questions
<p>Process/implementation</p>	<ul style="list-style-type: none"> • What is the status (quality and reach) of the support and services implemented as part the project in reference to the project internal evaluation focus areas? • Are support and services acceptable to GBV forum and other key stakeholders? • What are the gaps in support implementation and services? What improvements could be made in terms of support implementation and service delivery? • Can the role of CCI as the prime recipient and Masiphephe community partners with regards to the focus of the internal evaluation areas be expanded? • What are the observable short-term outcomes of the internal evaluation focus areas of the project? • What factors facilitated or hindered these outcomes? In what context and how do technical support package of interventions contribute to prevention and response to GBV? • What are the enablers and barriers to effective support implementation and service delivery to GBV victims and survivors with respect to the internal evaluation focus areas?
<p>Scalability</p>	<ul style="list-style-type: none"> • How adapted is the project with regards to the needs of key project target populations (community-level stakeholders and structures, women, children, men, persons with disability, people with diverse sexual orientation and gender identity) and inclusion of other groups like the GBV perpetrators? What is the evidence of this from progress reports of the project, minutes of GBV Forum meetings and TWGs? • What specific activities could support the program to address GBV issues? • What are the various sources of funding identified for exploration to support the internal evaluation focus areas? • What are the scalability strategies of Masiphephe Community partners? • How can the program be improved/geared towards scalability beyond the current project geographical area? • What is the state of readiness of government agencies and other stakeholders regarding the integration of emerging lessons from Masiphephe, into their own plans and programs?

Internal evaluation methodology - approach, methods and tools.

The internal evaluation should follow a collaborative and participatory mixed methods approach that draws on the project's quantitative and qualitative data to answer the internal evaluation questions. The internal evaluation should follow project activities implemented and should use an output-based approach. Interview and Focus Group Discussion (FGD) guides should include a set of open-ended questions and probes to guide the discussions. All FGD guides should be developed by the consultancy team. The consultancy team should work closely with the Monitoring and Evaluation Specialist and the Senior Technical Advisor at CCI to arrange for interviewee schedules.

Desk Evaluation

The consultancy team should conduct desk evaluation to inform the methodology and development of the tools. The desk evaluation will include, inter alia, the following documents: program description, project implementation plans, project reports, project Theory of Change, Logic model, Monitoring and Evaluation Plan, CLA and existing data collection tools in the project and among the community implementing partners, sampling methodologies, and secondary data studies related to the measurement of the project indicators. The team should assess the quality of the project's theory of change and project logic model and include a write up on the outcomes of their assessment.

Tools

Tools need to be developed appropriately to the sampled population. Separate surveys, with GBV forum stakeholders are expected to be developed. Ideally, all tools should be translated into appropriate languages and should be approved by CCI before being used. These tools should be submitted to CCI as part of the Inception Report.

It is further expected that the evaluation team will describe and justify other appropriate internal evaluation approach/methodology and methods for data collection in their proposal. The internal evaluation design, methodology and methods for data collection and analysis are expected to be fully presented in the inception report which will be further be refined after inputs from CCI internal evaluation steering committee. The choice of methods must also consider the needs and capacities of the GBV Forum stakeholders and project partners. A clear distinction is to be made between internal evaluation approach/methodology and methods.

CCI's approach to internal evaluation is utilisation-focused which means the team of consultants should facilitate the entire process with careful consideration of how everything that is done will affect the use of the final report. It is therefore expected that the inception report of the selected consultancy team presents:

- i. an internal evaluation design that builds on the project objectives, scope and internal evaluation questions
- ii. their understanding of 'theory of change' in relation to implementation.
- iii. how intended users are to participate in, and contribute to, the internal evaluation process.
- iv. the methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the comprehensive report.
- v. the approaches for the verification, analysis and the interpretation of data (e.g., types

- vi. of data analysis used, data collection instruments, etc.).
- vii. the selection process and criteria for sampling.
- viii. the list of information sources gathered and make them available to CCI.
- ix. a detailed work plan indicating timing of activities, responsibilities and use of resources.
- x. the central tenets of the information collection and production 'ethics protocol'; and
- x. any foreseeable concerns about conducting the internal evaluation.

Deliverables - expected products

- a) Inception report that includes the methodology, workplan, agreed management and communication plan.
- b) A draft internal evaluation report informed by desktop analysis.
- c) A comprehensive final report that incorporates the following:
 - i. An analysis of achievements, strengths, weaknesses and challenges of the programme;
 - ii. An analysis of the impact of the project with emphasis on qualitative and quantitative evidence on target populations;
 - iii. Recommendations for restructuring the scope and approaches of the project and ensure it is more relevant and innovative in addressing the needs of the target populations;
 - iv. Recommendations on how CCI can build on its strengths and achievements to overcome weaknesses and challenges;
 - v. Recommendations for capturing projects results and managing for development results in responding to the project;
 - vi. Feedback from management team.

Reporting Guidelines

- a) The report should be well structured, concise, clear, simply written and free of jargon. The main body of the report should not exceed 60 pages excluding table of contents, annexes and the executive summary. Appendices should also include a list of informants and the internal evaluation team's work schedule. Background information should only be included when it is directly relevant to the report's analysis and conclusions.
- b) The final internal evaluation report should incorporate, the following subsections:
 - i. Title page.
 - ii. Acronyms and table of contents pages.
 - iii. Acknowledgements.
 - iv. Executive summary with key findings and related recommendations.
 - v. Introduction
 - Background and project description
 - Purpose of the internal evaluation
 - Internal evaluation methodology
 - Limitations of the study
 - vi. Findings: highlight structured informed and analytic responses to the key "Internal evaluation key questions"
 - vii. Lessons learnt
 - viii. Recommendations
 - ix. Conclusion
 - x. Annexes (all relevant documents)

- c) The report's authors should support their analysis of the projects' achievements with relevant data and state how this has been sourced and verified. Recommendations should include details on how they might be implemented.
- d) CCI expects the report to include guidance on the process by which findings will be shared and discussed with all stakeholders including those who are benefiting from the project.

Specific requirements for the consultancy

Due to the distinct yet integrated objectives of the project, CCI requires a team of 3 to 5 multi-skilled, professional and highly experienced expert evaluators with qualitative and quantitative evaluation design, development, data analysis, report writing and presentation skills. The team should have complementary expertise in human rights, gender and GBV, community development; with academic qualifications and demonstrable experience in on:

- Stakeholder liaison, networking, coordination and accountability mechanisms;
- Social Behaviour Change Communication;
- Referral systems;
- Advancing access to justice for GBV case management.

The consultancy team should collectively have the following minimum qualifications and experience:

Qualifications and experience of consultancy team

- All proposed team members should have a Master's Degree in Social Sciences, Gender and Human Rights, Development Studies or related technical field (s). Having team members with PhD holders would serve as an advantage.
- Demonstrable expertise in social science research methods and sound experience in quantitative and qualitative research methodologies.
- Prior experience in design and leading evaluations; data analysis skills; knowledge of the national, provincial, and local trends and contexts; technical competence/s in a specific relevant sector; process management skills; cultural sensitivity and language proficiency.
- Understanding of project monitoring and evaluation, accountability, learning (MEAL) and knowledge management.
- Principal investigator/Team Lead with at least 15 years of demonstrable professional work experience doing similar work.
- Extensive experience in writing, proofreading and technical editing.
- Knowledge of, and experience in working in Masiphephe Network project site contexts will be an advantage.
- Have a strong track record of delivery of similar knowledge products. Recently undertaken a similar technical assignment (s), would be an added advantage.
- Have a keen eye for detail.
- Have strong inter-personal communication skills.

General Conditions

- The consultancy team will be responsible for their own working tools including laptops, mobile phones, and data.
- The consultants are expected to develop a detailed workplan or schedule that includes time for evaluation and approval of the reports.
- The proposal must detail plans to administer onsite qualitative assessment tools in order to gather insights from key stakeholders in this project.
- CCI will not arrange and manage any travel, accommodation, communication, daily expenses and other logistics related to this consultancy. CCI expects prospective bidders to include a detailed costing/ budget that includes all travel and logistics costs for this consultancy.
- The Team Lead shall ensure a 24-hour turn-around time in communication with the Senior Technical Advisor at CCI, except in exceptional circumstances communicated by the Team Lead.

Timelines

The assignment is to commence immediately after it has been commissioned and must be delivered per the agreed upon timelines at the inception meeting with the consultancy team.

Payment

Invoiced payments on this consultancy are dependent on verified and approved completion of high-quality deliverables on this assignment according to agreed tranches.

Application process

Submit a proposal with Curriculum Vitae (CVs) of all proposed team members in the consultancy and the role and the responsibilities of all the members should be defined precisely; detailed budget (including all-inclusive daily rates for all proposed team members, travel and logistics cost estimates based on tasks seen as necessary to conduct the Scope of Work as outlined herein and 2 samples of previous similar work done to the Procurement Manager at procurement@ccisa.org.za; with “**Application for Internal Process Evaluation - Masiphephe Network**” on the subject line, no later than **Friday, 14 October 2022**.

Communication

Please note that CCI will only communicate with service provider/s that are being considered for this technical assignment. Should you not hear from us by Friday, 28 October 2022, please consider your application as unsuccessful.