



# CALL FOR PROPOSALS

Consultancy Services to Conduct an Evaluation of SAIIA's Work Covered within the Current Strategic Plan and Funded by the Swedish International Development Cooperation Agency (Sida)

## Terms of Reference

### Introduction

The South African Institute of International Affairs (SAIIA) would like to engage the services of a team of Monitoring and Evaluation Consultants to conduct an evaluation of its work covered in its 2021-2025 Strategic Plan supported by the Swedish International Development Cooperation Agency (Sida). Sida provides core funding to SAIIA in support of its various activities with a total budget of SEK 37 million for the period of 2021-2025.

### Background to SAIIA 2021-2025 & Sida Funding

SAIIA is an independent, non-governmental foreign policy and development think-tank whose goal is a well-governed, peaceful, economically sustainable and globally engaged Africa. Located at the University of the Witwatersrand with a secondary office in Cape Town, it delivers evidence-based research on Africa's key development and governance challenges and on global policymaking and initiatives that affect Africa. Its vision is to be the pre-eminent think-tank on Africa and on global issues as they affect Africa. It seeks to do so by providing input into national, regional and global policy development and promoting multi-stakeholder, balanced dialogue and debate on issues crucial to Africa's advancement and engagement in a dynamic global context. It is both a centre for African and global research excellence and a home for stimulating public debate.

SAIIA's work spans foreign policy, governance, the environment, economic policy, resilience and inclusion, linking local experiences with global debates. Our African-generated knowledge provides local and regional decision-makers with independent, evidence-based options for Africa's future development. SAIIA belongs to regional and global policy and knowledge networks which are also used as dissemination channels of its work.

SAIIA'S 2021-25 Strategic Plan was developed against the background of a much changed financial and technological landscape for think tanks, as well as a fractured global and continental environment that now carries many more uncertainties following the COVID-19 pandemic and

increasing geopolitical tensions. The Strategic Plan is supported by a Research Agenda Framework which outlines the key areas of research and policy focus during the period of the plan. SAIIA's research is framed under the following four research themes:

1. African governance, democracy and human rights in the digital age
2. Sustainable and just climate transitions in Africa
3. African economic resilience and inclusion
4. African agency and international relations

These research themes inform the work of SAIIA's research programmes namely African Governance and Diplomacy Programme (AGDP), Climate and Natural Resources Programme (CNRP) and Economic Resilience and Inclusion Programme (ERIP). SAIIA also established a Futures programme in 2020 with the aim to enable the institute to include strategic foresight and futures literacy in its work, enabling spaces for transformative innovations on critical themes that the institute engages in. The programme has engaged in numerous cross-cutting themes at SAIIA, but has focused in-depth on the critical skills training requirements of Africa's youth for employment in a fast-changing 21<sup>st</sup> century environment. SAIIA also has a Youth Programme which focuses on building capacity and providing a platform for the youth to engage with global issues. Visit our website <https://saiia.org.za/> for more details about our work.

As a non-governmental organisation (NGO), SAIIA's work is funded by a number of external donors. Sida is one of the major funders of our current work and has provided core funding for many years, including the current strategic plan period. In terms of the agreement with Sida, an evaluation of progress to-date of SAIIA's work is to be commissioned before the end of the current funding period.

## Evaluation Objectives

The following are the objectives of this evaluation:

- To provide an independent evaluation of the results achieved on the selected policy processes for the period July 2021-May 2024;
- To review and suggest improvements to SAIIA's Theory/ies of Change (ToCs) following a realist evaluation approach; and
- To provide input for SAIIA's upcoming strategy formulation process. SAIIA is committed to improving gender mainstreaming throughout its work. This evaluation should, therefore, identify areas in our current work where gender mainstreaming could be enhanced and propose practical approaches for improvement. The aim is to achieve at least Gender Policy Marker 1, according to the OECD's classification of gender considerations in project planning. Additionally, these recommendations for enhancing gender mainstreaming should be considered when making improvements to SAIIA's ToCs. The Evaluation Report will primarily be used by SAIIA, Sida and Swedish governmental authorities but may also be shared with other donors.

## Scope of Work

The evaluation will focus on the work of the research programmes which is informed by the Institute's research agenda for the 2021-25 Strategic Period. The framing of SAIIA's research agenda

is linked to the much-changed global environment and new challenges facing Africa. In addition, the changed funding environment, i.e., a concerted move across the funding world (with very few exceptions) away from a core support funding model to much more short-term funding and very specific programmatic approaches have had a material impact on the way that SAIIA has to develop its research programming and activities. This introduces an urgent need to ensure that the research agenda remains coherent, responds to, integrates and anticipates the policy shifts that are underway, and ultimately strengthens representative African voices in global, regional and national policy processes.

Implementation of the research agenda framework is guided by a supporting M&E framework which has provided the Theory of Change and results framework for each of the research themes based on identified outcomes and outputs. The results for each of the research themes are as follows:

### **Theme 1: African Governance, Democracy and Human Rights in the Digital Age**

**Goal:** Contribute to strengthening governance, stability and accountability in Africa within the framework of key African and global governance mechanisms and initiatives with a specific focus on the APRM.

#### **Outcomes:**

1. Enhanced capacity of Civil Society Organisations, including marginalised groups such as youth and women, to engage with African governance institutions and initiatives such as the African Peer Review Mechanism (APRM).
2. Enhanced multi-stakeholder engagement on issues related to governance, stability and accountability within the framework of key African and global governance mechanisms.

### **Theme 2: Sustainable and just climate transitions in Africa**

**Goal:** Contribute towards enhanced climate change resilience and green economic development in Africa in a manner that enables a just transition.

#### **Outcomes:**

1. Adoption of research recommendations by national and/or regional policy-makers in the formulation of policies related to sustainable and just climate transitions in Africa.
2. Improved uptake and engagement with research outputs related to sustainable and climate transitions in Africa.

### **Theme 3: African economic resilience and inclusion**

**Goal:** Contribute to sustainable and inclusive economic growth and resilience in Africa by pursuing greater economic integration through processes such as the AfCFTA and harnessing the opportunities offered by the Digital Economy in support of greater social inclusion.

#### **Outcomes:**

1. Adoption of recommendations among African governments, the private sector and CSOs on the appropriate soft and hard infrastructure necessary for AfCFTA to drive inclusive economic development and resilience.

- Enhanced African voice in global policy decision making and Africa-focused economic partnership initiatives to remove structural constraints to Africa's participation in the global economy through evidence-based knowledge and policy suggestions.

**Theme 4: African Agency and International Relations**

**Goal:** Contribute to building more effective African agency on new geopolitical and normative challenges in regional and multilateral fora, including the G20, as well as its external partnerships.

**Outcomes:**

- Inclusion of African concerns related to global economic and developmental matters in the G20 and T20 agenda.
- Adoption of Agenda 2063 recommendations by policy-makers in their engagement strategies towards the continent and on new emerging normative and geopolitical challenges.

The evaluation will cover all four thematic areas focusing on selected policy processes as indicated in the table below.

<b>Research Theme</b>	<b>Targeted workstream/policy process</b>
African governance, democracy and human rights in the digital age	The African Peer Review Mechanism (APRM)
Sustainable and just climate transitions in Africa	Just climate transitions in Africa
Africa economic resilience and inclusion	Skills and education. While this workstream is not part of the results framework submitted to Sida, over the last three years the issues of inclusion and resilience coupled with the use of foresight as a tool for imagining alternative futures, has risen in prominence in the region and globally. SAIIA’s Futures programme is a cross-cutting one that adopts a strategic foresight and anticipatory governance methodology to a variety of crucial developmental issues. One of these has been the issue of youth, skills and economic resilience.
African agency and international relations	SAIIA’s work on G20 issues

The consultants will be expected to also condense the findings of the Youth@SAIIA’s review report and include the summary in this evaluation report.

SAIIA will work closely with the consultants to identify stakeholders to be interviewed and will provide the following documents (not an exhaustive list) to inform the review process:

- Sida contract
- SAIIA Annual Reports to Sida
- SAIIA Strategic Framework (2021-2025)

- Research Agenda Framework (2021-2025)
- Research agenda M&E Framework
- Relevant Donor Reports
- SAIIA Policies and Procedures, Research Manual
- Review of the Youth@SAIIA Programme report

The following evaluation criteria and key questions will be considered:

1. **Relevance:** To what extent are the activities and outputs produced under each of the policy processes appropriate and consistent with the policy discourse among targeted stakeholders? To what extent have partnerships been developed with and between relevant and key stakeholders?
2. **Effectiveness:** To what extent have the research outputs and engagements been effective in contributing to the likely achievement of the outcomes and impact as reflected in the results framework for each of the targeted policy processes? Were the planned objectives and outcomes in the project document achieved? What are the results achieved beyond those indicated in the results framework?
3. **Efficiency:** Are the resources and inputs converted to outputs in a timely and cost-effective manner?
4. **Sustainability:** To what extent are the project results (impact if any, and outcomes) likely to continue after the complete implementation of the current Strategic Plan? – Is stakeholders' engagement likely to continue, be scaled up, replicated or institutionalised?
5. **Impact:** Has the project contributed or is likely to contribute to long-term policy changes as articulated in the organisation's results framework?

## Approach and Methodology

The team of consultants is expected to provide a realist evaluation methodology to conduct the evaluation and provide answers to the realist evaluation questions. The team is expected to develop a Context-Mechanism-Outcome (CMO) hypotheses, that is, a hypothesis about which mechanisms are likely to operate in different contexts and the outcomes that will be observed when they do. They are expected to conduct interviews with a selection of major stakeholders, such as government policy makers, diplomats, donors, partners, other think tanks as well as the board and staff (up to a maximum of 15). Screening and analysis of carefully selected research outputs such as publications, events, annual reports, and other internal information will constitute another important source of information that informs the context, mechanism and outcomes to test and refine the theory/ies of change, past and future strategy.

## Input to SAIIA's Strategy Formulation Process

The evaluation process is also intended to feed into SAIIA's next four-year strategy. The team will collaborate with the [SAIIA Futures Programme](#) and Sida's Africa team based in Addis Ababa to explore and contribute to co-creating SAIIA's new research agenda and strategy for the period 2025-2029 that aligns with both SAIIA's and Sida's priorities, taking into account the South African, African, and global contexts.

To achieve this, the SAIIA Futures Programme will conduct a series of strategic foresight workshops focusing on futures literacy, visioning, and long-term systemic innovations. These workshops will engage the consultants, Sida's Africa team (virtually) and the SAIIA team to identify high-impact key uncertainties, drivers of change, emerging signals, scenarios, and to stress-test these to refine the research agenda and five year strategy. The insights gained will inform the new research agenda and strategy, ensuring a joint agenda of change that reflects inputs from the consultants, SAIIA's and Sida's strategic objectives from South African, African, and global perspectives.

## Qualifications of the Consultants

The team of consultants shall:

- Have minimum academic qualifications of a Master's degree in areas of Monitoring & Evaluation (M&E), Economics, Political Science or other related qualifications with a preference for foresight skills and literacy;
- Have good knowledge and documented experience from the field of think tanks and M&E;
- Have good knowledge and documented experience in areas of Africa's democracy & governance, climate change, resilience and global economic development and geopolitics, as well as other thematic areas defined in these ToR;
- Have good knowledge of gender mainstreaming, gender equality policy marker, and experience of using different gender assessment tools to evaluate the effectiveness of gender integration in project planning, implementation, and results;
- One of the members of the team, preferably the team leader, should have conducted at least three evaluations for a think tank or similar organisation working in the same thematic areas. These evaluations should not be more than six years old and an access link or copies should be provided;
- Have experience in interviewing government policy makers and diplomats;
- Have strong experience in conducting realist evaluation methodologies for policy research institutions;
- Apply the latest advances in M&E methodology;
- Have effective analytical and communication skills; and
- Have good command of the English language.

## Evaluation Criteria

Submitted proposals will be evaluated based on the following criteria.

<b>Criterion</b>	<b>Weight</b>
Academic qualifications	10%
Previous experience (Years of experience for the Lead Evaluator)	25%
Methodology	45%
Price	20%
<b>Total</b>	<b>100%</b>

## Deliverables

The following are the expected deliverables:

1. An inception meeting to present the evaluation design in detail.
2. Final evaluation design incorporating comments made by SAIIA.
3. An execution plan.
4. Progress reports.
5. Attend and provide input during the SAIIA Futures Programme foresight workshop series to co-create the research agenda and strategy.
6. An interim report for SAIIA management to review before it is finalised.
7. Final report. The final report shall be a maximum of 40 pages, excluding annexes. In addition, it shall contain an executive summary of maximum 5 pages. The report shall be written in English and submitted to SAIIA via e-mail. The report shall have been professionally proof-read and edited before submission.

The timeframes and payment arrangements for these deliverables will be agreed during the inception meeting.

## Estimated Timeframes

- Deadline for clarification questions: **18 September 2024**
- Deadline for submission of proposals: **30 September 2024**
- The evaluation is expected to commence by **14 October 2024** and end by **mid-December 2024**.

## Proposal Submission Process

The team of consultants is expected to submit both a technical proposal and a detailed financial proposal through e-mail by **30 September 2024**. Late submissions will not be entertained. The technical proposal should not be more than 10 pages, excluding CVs.

## Contact Person

Queries and proposals must be emailed to Goodwill Kachingwe at [goodwill.kachingwe@saiia.org.za](mailto:goodwill.kachingwe@saiia.org.za) with copy to Neuma Grobbelaar at [neuma.grobbelaar@saiia.org.za](mailto:neuma.grobbelaar@saiia.org.za).