Call for Proposal: Rapid Evaluation Pilot based on the Design Evaluation of the District Development Model

Application Deadline 21 February 2020
Location: South Africa

1. INTRODUCTION AND PROBLEM STATEMENT

A number of evaluation recommendations in government are not fully implemented due to a host of constraints, and thus the opportunity for learning and improvement are lost. These relate to time-constraints (delays in completing evaluations), financial challenges (evaluations are costly) and the lack of human capacity (general lack of experienced evaluators in the country). Additionally, challenges in programme/policy implementation and monitoring, country governments continuously faces emergencies requiring timeous and informed intervention strategies.

As part of the Twende Mbele Partnership Programme, the Department of Planning, Monitoring and Evaluation (in South Africa) designed a set of rapid evaluation tools. This scoping phase resulted in a ‘toolkit’ for designing rapid evaluations, and a draft Foundation Guideline for Rapid Evaluation. The objective of incorporating a rapid evaluation approach into the existing government approaches is to provide more timeous feedback for decision-making to improve service delivery and programming. This is particularly oriented toward political principles.

2. PURPOSE

The evaluation aims at assessing the current programme design of the District Development Model (DDM), the underlying theory of change with a view of improving it and strengthening its implementation. The evaluation is also expected to guide and provide necessary recommendations for the scale up of the programme.

2.1 Evaluation Questions

• What is the intended purpose of the DDM? How does it seek to address the underlying causes versus the immediate symptoms of the problem? Describe and detail disjunctures between similar existing programmes, and the new shift implied in the introduction of the DDM.
• Is the DDM theory of change in existence? If not there, the service provider will prepare one and test it for conceptual clarity and assumptions underlying it.
• Is the DDM the most appropriate way to address the identified problems in light of other options implemented in the past? Was the ‘problem’ clearly understood through evidence? Is there a similar understanding of the problem by all critical stakeholder?
• Establish the alignment of DDM with other legislative mechanisms and planning related frameworks.
• How is DDM political leadership and commitment sustained particularly when it includes a wide coalition of allied interest groups?
• Clarify the concurrency or shared responsibilities of powers and functions; the shifting and adjustment of powers and functions, the distribution of grant funding, the municipal differentiation and the impact of sectoral law regulating intergovernmental relations.

• Are roles and responsibilities clearly defined and known by all role players including that of Civil Society oversight. Which complimentary actors would result in its effective implementation.

• Is there sufficient evidence that the resources and capabilities required to implement the DDM are in place and adequate to address the scale of the problem? How can DDM be improved?

• How can the DDM be effectively and efficiently implemented in order to meet its intended purpose?

• To what extent is the DDM monitored and measurable, and is it evaluable in the future?

• Clarify the DDM implementation strategy, progress across all districts, and what contextual issues need to be factored in.

• Is DDM economically and financially viable/ What scale of budget is required to implement it?

• How does DDM contribute to capacity development of districts instead of the gap filling mostly provided by experts?

3. TIME FRAMES AND EXPECTED DELIVERABLES

The following are expected outcomes from the project:

• Produce **inception report** after meeting with DPME officials.

• Produce a **Rapid Design Evaluation Report of the District Development Model**, with focus on OR Tambo, Ethekwini and Waterberg Municipalities. Data collection, analysis & reporting. The consultant will have four months to complete the evaluation with a start date in March 2020 and closure in June 2020.

• **Present the findings** of the evaluation to relevant stakeholders during a validation workshop

A list of deliverable dates are in the below table:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Date</th>
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<tbody>
<tr>
<td>Meet with DPME and draft outlines of each deliverable</td>
<td>2 March 2020</td>
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<tr>
<td>Submit Inception Report</td>
<td>10 March 2020</td>
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<tr>
<td>Approval of Inception Report (by steering committee)</td>
<td>17 March 2020</td>
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<tr>
<td>Submit Literature Review and Benchmarking</td>
<td>31 March 2020</td>
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<tr>
<td>Theory of Change workshop and Evaluation Framework</td>
<td>6 April 2020</td>
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<tr>
<td>Data collection</td>
<td>April - May 2020</td>
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<tr>
<td>Submit first draft of evaluation</td>
<td>1 June 2020</td>
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<tr>
<td>Conduct validation workshop</td>
<td>12 June 2020</td>
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<tr>
<td>Get input from validation workshop</td>
<td>17 June 2020</td>
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<tr>
<td>Submit final draft (addressing comments received)</td>
<td>30 June 2020</td>
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4. SCOPE

The terms of reference are to contract a consultant to work with DPME to conduct a rapid evaluation on the District Development Model, focusing on the three Municipalities the President has launched for piloting: OR Tambo (Eastern Cape), Ethekwini (Kwa-Zulu Natal), Waterberg (Limpopo). This assignment may require travel to these locations (travel to be covered by DPME). The consultant will be using the rapid evaluations tools developed by DPME and Twende Mbele. These will be made available upon appointment.

4.1 The selected focus areas include:
4.1.1 The robustness of the DDM, its logic, internal coherence and evaluability.
4.1.2 Coherence with other relevant policies and legislation.
4.1.3 Implementability of the DDM.
4.1.4 Proposed areas of improvement.

5. MANAGEMENT ARRANGEMENTS

The Department of Planning, Monitoring and Evaluation is leading on this piece of work, however, the project will be co-managed with the Twende Mbele Programme Manager. The consultant will be guided by a project Steering Committee and all project deliverables will be approved by the project Steering Committee.

6. EXPERIENCE AND QUALIFICATIONS

- Professional degrees and post-graduate qualifications in governance, evaluation, planning and development studies or other relevant fields.
- 10 Years experience in evaluations or similar assignments with a speciality in rapid assessment.
- Strong strategic and analytical skills.
- Demonstrated capacity to establish and maintain excellent relationships with key partners, especially in distance-working relationships.
- Knowledge of the national, provincial and local government sphere.
- Strong interpersonal communication and presentation skills.

7. PROPOSAL SUBMISSION

Applicants are required to submit a maximum 10-page proposal including rapid evaluation approach and methodology, team composition, and budget. Please include CV of relevant team members. Please submit applications to cara.waller@wits.ac.za by 21 February 2020.