



CONSULTANCY

PROPOSAL FOR THE EVALUATION OF SARW

Terms of Reference

1. Introduction

These Terms of Reference (ToRs) outline the Southern Africa Resources Watch (SARW)'s intention to conduct an organisational and programmatic evaluation. This evaluation is designed to measure the effectiveness and success of SARW's programs and policies as well as the overall organisational footprint and identify areas of potential improvement. This programmatic and organisational evaluation will measure what is working and what is not.

2. Background and rationale

By the end of 2023, SARW will be five years as an independent organisation since it was spun off from Open Society in 2018. This period will also coincide with the lapsing of its current and first strategic plan as a standalone organisation. SARW has a unique opportunity to conduct an in-depth evaluation of the organisation as a precursor for its next five years.

3. Evaluation objective(s)

The objectives of the evaluation are:

- to reflect on SARW's first five years of operations and prepare it for its next phase.
- to consolidate its professional, effective and efficient execution and implementation of its mission and programmes in an impactful manner that has a positive and lasting impact on society.
- To learn from SARW's journey to date with the aim of repositioning, strengthening fitness of purpose and impact.

3.1 Users of the evaluation

The evaluation will be used by SARW Secretariat, Staff and the Board to gauge the organisation's challenges and the successes it has achieved and plan how to strengthen both the institutional capacity and the programme execution. SARW partners will also use the evaluation to measure future relations.

3.2 Scope of Evaluation

The evaluation will focus on the institutional capacity and effectiveness and programme design, implementation and impact.

Specifically, the evaluation will cover the following criteria to ensure a comprehensive status review.

| KEY AREA | ELEMENTS FOR EVALUATION |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vision and mission | <ul style="list-style-type: none"> - Relevance and alignment to the work we do - Clarity of purpose |
| Structure of the organisation | <ul style="list-style-type: none"> - Fit for purpose. - The Board –efficiency and efficacy (capacity; gender, Board meetings, Board working group) - The Secretariat—capacity, efficiency, and effectiveness - Senior Management Team (composition, efficiency, and effectiveness) - Organogram and structure - Staff: job description, skills, positions, capacity - |
| Strategic Plan 2019-2023 | <ul style="list-style-type: none"> - Implementation fidelity analysis - Results |
| Finance systems | <ul style="list-style-type: none"> - Policies, (Are they relevant, efficient and implemented) - The integrity of financial system, processes and procedures (transparency and accountability) - Efficacy - The efficiency of the system, processes and procedures - Use of financial resources (transparency and accountability, Efficiency and Effectiveness) |
| Human resources capabilities | <ul style="list-style-type: none"> - Policies (how comprehensive they are) - Suitability to positions (are employees skilled for the positions they are in) - The efficiency of HR systems, processes and procedure - Implementation |
| Programmes and implementation | <ul style="list-style-type: none"> - Relevance - Size versus internal capacity - Implementation: reach and impact - Partnerships - Sustainability - Annual report, our publication |
| Financial sustainability | <ul style="list-style-type: none"> - Fundraising strategy - Resource management –transparency and accountability - Reporting system - Audit |
| Policies and implementation | <ul style="list-style-type: none"> - Relevance - Implementation |
| Communication | <ul style="list-style-type: none"> - Internal communication—systems and efficiency - External communication—systems and efficiency - Social platforms - Website |
| Monitoring and evaluation systems | <ul style="list-style-type: none"> - Institutions - Programme - Board |

Across the criteria, the evaluation will identify weaknesses, gaps, strengths and opportunities and make recommendations.



3.3 Evaluation questions

The consultant will work with the Secretariat and the Board to develop critical questions and methodology for the evaluation.

Some of the questions, among many others that the organisational and programmatic evaluation will answer include the following:

- What are the positive and negative outcomes of the program and the organisation's work?
- What factors (historical, environmental, organisational, political, financial, etc.) are associated with the success or failure of the work of SARW to date?
- To what extent are the needs of all members of the stakeholder community effectively served?
- How can implementation be improved?
- How, if at all, should the goals and objectives of SARW's program service or organisation be revised?
- How valuable are the results of SARW's work or specific programmes relative to cost?
- Will the contributions of the program be sustained?

4. Participating group(s)

The consultant will speak with all the staff based in the different country offices around SADC, the Board members, partner organisations across the region and beyond, funders, extractive companies and international organisations involved in the extractive industries. SARW will provide the consultant with a complete list of the above contacts. The participants to be interviewed will be drawn from the list provided by SARW and the list compiled by the consultant.

5. Access to documents

The Secretariat will make available all documents to the consultant.

The secretariat will facilitate the consultant's access to staff, board and partners.

6. Consultant's Fees

The fee will be discussed with the successful candidate.

7. Application deadline

Submissions of proposals shall be by email to: itumelengm@sarwatch.org, not later than Wednesday, 14 June 2023.