Action for Accountability (A4A)
Situational Analysis and Baseline Report

Request for Proposals and Terms of Reference

Co-funded by the European Union

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Request for Proposals

1.1. Background and Rationale

The Action for Accountability (A4A) project is a project co-funded by the European Union and implemented by the [Ahmed Kathrada Foundation](), [Accountability Lab South Africa]() and the [Public Service Accountability Monitor](). The project team is looking to commission a consultant(s) to carry out a baseline study to inform its implementation of the Action for Accountability program and to track its progress. Action for Accountability (A4A) is aimed at enhancing public service accountability and good governance in South Africa through citizen-led action for greater transparency and deepened public participation. The project commenced on 1 February 2022 and will conclude on 31 January 2025. The action is aligned to the goals of the target organisations and will contribute to the EU's implementation of the European Consensus on Development, which "emphasises the need for inclusive political processes to ensure that citizens can hold public officials to account at all levels." The action is also aligned to the objectives contained in the National Development Plan Vision 2030, which is the "building of a capable and developmental state"; as well as to Sustainable Development Goals 16 and 17, by "promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building accountable, effective and inclusive institutions at all levels, and strengthening public, public-private and civil society partnerships."

Proposal and quotations should be sent to Yunus Chamda, Action for Accountability Project Manager of the Ahmed Kathrada Foundation at [yunus@kathradafoundation.org]() and CCd to [loraine@kathradafoundation.org]() and [jkruuse@ru.ac.za](), [applysa@accountabilitylab.org]() by 16:00 on Monday 25 July 2022. Late submissions will not be considered.

Queries should be directed to the above email addresses.
Interested parties are invited to apply by submitting the following:
1) A 1-3 page proposal for the baseline study highlighting how the service provider will approach key considerations set out in the attached TORs.
2) A quotation inclusive of all applicable taxes including VAT.
3) CVs of the consultancy team
4) Examples of similar project reports

Potential service providers should refer to the attached Terms of Reference to inform their proposals. The selection of the service provider will be undertaken by the "A4A" Project Team according to the Procurement policy of the European Union.

The selection panel may contact any of those who have submitted proposals during the selection process in order to clarify any information. The successful service provider will be notified in writing. The Accountability for Action partners reserve the right not to appoint a service provider.

EQUITY DISCLAIMER: In line with Partner Organisations commitment to diversifying its network of service providers and workforce, preference will be given to suitably qualified service providers in line with transformation and development goals of the project

1.2. Terms of Reference for Action for Accountability for Change in South Africa Baseline Study

Implementing organisations	Ahmed Kathrada Foundation (AKF) The Accountability Lab South Africa (AL SA) The Public Service Accountability Monitor (PSAM) The European Union (EU)
Location	South Africa, specifically Johannesburg, Gauteng & Makhanda, Eastern Cape
Coordination of study	AKF, ALSA (for Gauteng sites) & PSAM (for Makhanda site)
Contact persons	Yunus Chamda (for Gauteng sites), Funeka Manzi yunus@kathradafoundation.org, funeka@accountabilitylab.org Lungile Penxa (for Makhanda site) Jay Kruuse l.penxa@ru.ac.za Mobile: 072 677 9640 jkruuse@ru.ac.za

1.2.1. Introduction

This document outlines the Terms of Reference (ToR) for writing up the situational analysis in the 4 designated sites. The appointed consultant will collect data and draw on existing service delivery reports to analyse levels of accountability displayed within the communities by public representatives and officials specifically and by other stakeholders that have an impact on the culture of accountability within these communities.

1.2.2. Main Scope of work

The service provider will be required to undertake an assessment of citizen participation and accountability in local governance within the selected communities (Lenasia, Finetown,

Mondeor and Makhanda), as well as to analyse the impact that the existing trends have on levels of service delivery in these communities. The accountability practices of public representatives, public officials as well as other stakeholders should be considered in the study. The specific areas of analysis per community will be mutually agreed upon between the Project Team and the successful service provider during the appointment phase of the project. The project will be done in collaboration with the three project partners (AKF, AL SA and PSAM).

1.2.3. Description of the Action

South Africa's Accountability Crisis: The Ahmed Kathrada Foundation (AKF), Accountability Lab South Africa (ALSA) and the Public Service Accountability Monitor (PSAM) have partnered to collaborate on the actions contained in this proposal to the European Union. The applicants' collaboration is founded on shared values, strategic objectives, trust to harness organisational competencies, minimising resource wastage and duplication, towards driving sustained impact of the joint action, which is greater than its constituent parts.

South Africa is undergoing an accountability crisis as evidenced by the decimation and looting of state-owned enterprises
1. the weakening of functioning government institutions
2. contravention of procurement policies
3. the capture of the state resources to enrich private interests
4. deficiencies in public health systems directly responsible for human tragedies
5. and the failure to meet basic socio-economic rights, giving rise to service delivery protests and obstructing millions from living a life in accordance with their right to basic human dignity.

1.2.4. The proposed action:

The proposed rights-based action responds to the contemporary dynamics of the accountability landscape in South Africa. It seeks to promote greater transparency and inclusive governance processes focused on citizen action as a means of bolstering accountability and strengthening relationships between citizens, government and the private sector so that people's human rights are put first. The project will establish Civic Action Teams (CivActs) in each of the four selected communities (Lenasia, Finetown, Mondeor and Makhanda). CivActs are a citizen feedback, dialogue and community voice platform that helps ensure accountability in the development process. The platform facilitates proactive cocreation of solutions to challenges experienced by communities with authorities. It brings citizen generated data that will be used to validate and improve the work of authorities in communities, and close the feedback loop in the ongoing delivery of services. The

communities will select Community Frontline Associates (CFAs) who will act as two-way information collection and dissemination units.

Target groups and final beneficiaries: The target groups of this action are 2000 citizens and community activists from the communities of Finetown, Lenasia and Mondeor in the South of Johannesburg, Gauteng Province and Makhanda in the Eastern Cape Province. The constraints of this group include, but are not limited to, political complacency as a result of systemic exclusion and local governance failures; limited education and capacity around key governance participation processes and financial constraints. The needs of these areas include improved governance structures and institutions of service delivery; greater access to relevant and timely supplied information; the need for participation in processes affecting them; and thus, the need for strengthened capacity and an active citizenry to enhance accountability and democracy. The target group also traditionally has varied levels and success related to holding government (at the local level) to account as described below and this can be harnessed for learning and replication where appropriate.

1.2.5. Expected Results of the Action

Expected Result 1: Community reformers acquire and apply knowledge on using local governance systems and accountability mechanisms.
Expected Result 2: Engagement spaces are used by reformers and duty bearers to identify and deliberate solutions to service level challenges
Expected Result 3: Reformers showcase practices that exemplify/demonstrate integrity, accountable leadership and public service excellence.

1.2.6. Impact on target group and beneficiaries

Grounded in a rights based approach, this action aims to promote and advance the socio-economic rights of citizens, with a particular focus on services at local level that are equitable and based on access to information, and budget and procurement transparency. The action seeks to enhance the accountability and responsiveness of duty bearers in relation to the claims of rights holders by enhancing the knowledge, skills and attributes of reformers towards improving engagement processes for effective and responsive governance. We seek to ensure that engagement is not merely procedural, but that procedure itself is used to create and deepen mutually understood and inclusively negotiated outcomes. In the longer-term, the praxis resulting from the action (practices and the body of information and organic theory produced in the process) will be embedded in institutions at a local level and advocated for uptake at the provincial and national level (through policy advocacy) and in so doing, contribute to enduring shifts in accountable practice and civil society leading and monitoring the changes. Specifically the action will contribute to:

- Building a base of rights-bearers with a shared agenda around both the specific issues they are concerned with and the processes (invented and invited) by which that agenda can be realised.
- Developing a cohort of community members (CivActs Community Frontline Associates) that are able to facilitate and support community-driven solution-building.
- Rights holders understand the rules, procedures and mechanisms by which the issues they are most concerned with are processed and outcomes negotiated and implemented.
- Rights holders have the technical skills including the knowledge (e.g. budgeting, council processes), the skills (organising, problem solving and advocacy skills to build solidarity, developing strategy and implementation) and appropriate behaviours (participating in constructive democratic process) to engage with governance processes.
- Developing, experimenting with and deploying specific advocacy tools and strategies through which rights holders are enabled to hold duty bearers to account in producing discrete outcomes.
- Rights holders will be able to better take control and amplify the narrative of their struggles and campaigns without relying on this being facilitated by increasingly under-resourced and inaccessible media.
- Supporting rights holders in claiming their rights to improved governance through building solidarity networks by which learning and mutual aid and support can be facilitated.
- Linking stakeholders in the action to leading thinkers and practices on accountability nationally and internationally to deepen knowledge and practice.
- Setting a common agenda for accountability and its practice on the part of duty bearers and rights holders for greater transparency in service delivery and direct accountability to citizens.
- Identifying critical policy and legal gaps in accountability practices that have to be addressed to promote greater access to transparent, accountable and equitable governance.
- Building the skills and capacity of duty bearers and institutions to engage in new and proactive ways with rights holders for direct accountability and supporting them to better discharge their duties.
- Improving the situation of the final beneficiaries (both rights holders and duty bearers) by contributing to and testing a practical accountability framework which can be further developed and replicated in other communities.
- It will galvanise a community of practice (within both government and civil society) that is able to strategically build on the accountability work implemented.

2. Purpose of the baseline research

1. To provide the A4A project with an information base against which to assess its progress, effectiveness, and results attained during the 3-year performance period.
2. Gather and analyse community and other target groups' perceptions and understandings of accountability and integrity in South Africa and how they are practised in different communities.
3. Assess assumptions and values of project indicators and targets set at project design and review as appropriate.
4. To better understand community and other target group perceptions on issues of accountability and integrity in South Africa, and how they prioritise them in their different communities;

Broad questions for consideration in the situational analysis , to be refined during the inception phase:
- How do community members see accountability and its practice within their communities?
- Who do the community see as important stakeholders within their communities whose accountability practices impact on their lives?
- What are the accountability practices currently used by stakeholders and how do these impact on the communities both positively and negatively?.
- What are the platforms for engagement that currently exist, how effective are they, and what new platforms can be created to supplement and complement them?
- What are the current flows of information across the community and how can these be improved? Both the positive and negative impacts of the current methods must be analysed.

3. Literature Review - Key Thematic Areas

The consultant is expected to conduct a literature review focusing on the following thematic areas.

1. High-level analysis of participatory governance procedures and practices in local government in South Africa, with an emphasis on Finetown, Lenasia, and Mondeor in the City of Johannesburg, and in the City of Makhanda.
2. The socio-economic profile (including governance, service delivery and development challenges) of Finetown, Lenasia, Mondeor and Makhanda.

3. The extent of active citizenry and levels of participation in platforms (invited and invented spaces), governance, decision-making, public finance management in Finetown, Lenasia, Mondeor and Makhanda.
4. The legal and policy framework related to local government in the two cities.
5. Academic papers, research and survey data profiling governance, leadership, transparency, civic action and accountability practices in the two cities.

4. Key Deliverables

4.1. For the consultant:

1. *Inception report:* This report should finalise the conceptual framework to be used in the evaluation, the methods and scope of data collection, the timelines by which the deliverables will be completed, and a proposed framework for the final report.
2. *Literature review (Desktop study):* This research report will focus on the key thematic areas outlined above.
3. Progress reports: The consultant will submit fortnightly progress reports to the project stakeholders.
4. Draft report: The consultant will present a draft report to the project stakeholders (AKF, ALSA, PSAM) in a consultative meeting. This meeting will also incorporate the findings from the survey that will be conducted by (CivActs Community Frontline Associates - CFAs) who will be our enumerators for the project.
5. Final baseline report: The final consolidated report must zone in on each of the four sites. The structure of the report must have an executive summary expressing key insights about each city. We need an overview of governance and accountability in Finetown, Lenasia, Mondeor and Makhanda. The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. The report should respond in detail to the specific objectives and key performance indicators outlined in the EU application and log frame.
6. Executive summary: This will be a short (popular) summary version of the full baseline report that is targeted at the communities where the research will be conducted. This should be presented in a short booklet form, in simple language with key findings from the full report including the use of graphs, images, infographics and other visual components. The booklet will go on to be translated into at least four local languages spoken in the target area of the project by the project partners.

4.2. For Action for Accountability Project Team:

7. Survey design for Community Frontline Associates (CFAs): The project stakeholders will design a survey questionnaire that CFAs will use for data collection.
8. Report on key informant interviews: The project stakeholders will conduct interviews with key informants such as ward councillors, community members, community leaders, church leaders, business leaders as well as representatives from local CSOs.
9. Survey data analysis: The project stakeholders will be responsible for analysing the raw data collected by CFAs and compiling a report on the findings.

5. Target Audience

The expected readership of the final outputs includes:
5.1.   The A4A project partners and its associated stakeholders including the Board Members of the partners
5.2.   The City of Johannesburg and the City of Makhanda in Makana Municipality. This includes both elected public representatives and civil servants.
5.3.   Legislatures (MPs, MPLs & staff)
5.4.   Academic researchers and practitioners engaging in further work associated with the project.

6. Main TORs
6.1. Meet with Actions For Accountability project partners to inform the development of an inception report.
6.2. Prepare an inception report, detailing methodology, schedule of activities, tasks and work plan. The methodology should consider the optimal ways to draw on the experiences of A4A project partners.
6.3. Undertake an in-depth document review, including of the funding application and the existing community engagement reports.
6.4. Meet with A4A project partners to develop the framework for the situational analyses write up and to design any workshop/focus group objectives and/or survey questionnaire if these are agreed as part of the methodology.
6.5. Facilitate agreed upon workshop/focus groups with A4A project partners.
6.6. Conduct one-on-one interviews (virtual or in person) with A4A partners if agreed that these are necessary.
6.7 Produce the Situational Analysis report, considering the agreed target audience and being mindful of its length and the accessibility of the format, language and writing style.
6.8. Engagements are likely to be telephonic or utilize other online communications platforms, however some may be in person. This is only possible if all C19 safety requirements can be safely observed.
6.9. The final Situational Analysis Report should also contain an executive summary and a community brief of the analysis.

7. Timeline

Description	Deadlines
Selection of consultant	29 July 2022
Contract signed	3 August 2022
Inception Meeting	5 August 2022
Inception Report	10 August 2022
Key Informant Interviews Report	2 September 2022
Desktop Research Report (Literature Review)	9 September 2022
Development of questionnaire for Enumerators (CFAs)	18 July 2022
Selection of CFAs	22 July 2022
Training of CFAs	27 July 2022
Pilot Survey	2 August 2022
Refinement of Survey	5 August 2022
Field Work - data collection	8 August 2022 - 22 August 2022
Debrief session	24 August 2022
Survey Data Analysis	26 August 2022
Consolidation report field work, literature review and key informant interviews	16 September 2022
Executive summary report	23 September 2022

8. Roles and responsibilities

The Ahmed Kathrada Foundation, Accountability Lab South Africa and Public Service Accountability Monitor will supply the following to the successful service provider:

- Narrative providing the conceptual framework underpinning the A4A project.
- Log frame
- Background information on the Accountability Lab's CivActs Model

8.1. Responsibilities of the Action for Accountability project Team
- A detailed sampling methodology for use in each community. This methodology will be discussed with the successful service provider before being finalised for implementation;
- Recruitment of CFAs (enumerators)
- Training of CFAs (enumerators)
- Analysis of survey data
- Fieldwork report

8.2. Responsibilities of the Consultant
- Inception report
- Literature Review
- Conducting key informant interviews
- Development of a survey questionnaire, in English, to be used in each community; (in consultation with Action for Accountability Project Team)
- Final Report write up and preparation for publication.

9. Required Competencies

The service provider should have and demonstrate in their proposal:

- Prior experience in conducting Situational Analysis research.
- Detailed knowledge of development issues in particular issues of accountability in South Africa, active citizenry, democracy, local government, social accountability monitoring and social audits.
- Knowledge of current issues relating to civil society, legislatures, democracy, and public participation in the South African context is a strong advantage.
- Experience in conducting quantitative and qualitative evaluations.
- Advanced degree(s) in social science or other relevant development field.
- Demonstrated analytical and report writing skills
- Demonstrated skills to produce accessible written outputs. A demonstrated understanding of what is required to produce effective visual communication tools will be a further advantage.
- Effective interpersonal and communication skills, including the ability to facilitate group processes and to work in a multi-disciplinary collective.
- Proficiency in isiXhosa and Afrikaans would be a strong advantage.
- An understanding of, and articulated intersectional feminist approach to the work.

If the service provider is represented by a team of people these competencies should be displayed among team members.

The service provider should adhere to the following principles:
- Good communication and information practices
- Mindfulness of the service providers' relative privilege or power
- Compliance with ethical standards, specifically in relation to all communications with stakeholders

10. Contracting requirements

The A4A project team expects stringent compliance with contracting requirements.

The successful service provider must submit all applicable documentation on request; these will differ for private individuals acting as consultants or those working for consultancies that are registered as a business entity.

These may include certified copies of ID documents; proof of banking, qualifications and a tax clearance letter. Registered companies will also need to provide BBBEE and CIPC documentation.

In the event of the appointment of an individual consultant, as a protection against fraud, the A4A project team has instituted a mandatory process to verify all appointments' qualifications. This will require an additional vetting process prior to the formalisation of the consultancy.

The A4A project team will take responsibility for appointing a designer for the final layout of the outputs and for ensuring that project partners and core partners have data to participate in online-based meetings.

11. Location and Duration

11.1 Starting period: The indicative commencement date for the performance of the evaluation is 29 July 2022.

11.2 Duration: The period of implementation of this contract is 20 working days (excluding weekends) from the date of commencement of contract implementation up until the approval of the final report. The Final Baseline Report and Executive Summary Reports should be submitted no later than 9 September 2022.