



FirstRand
FOUNDATION



FirstRand
EMPOWERMENT FOUNDATION

**FirstRand Foundation and
FirstRand Empowerment Foundation**

Request for Proposals

External evaluation of the
systemic social investment (SSI) strategy

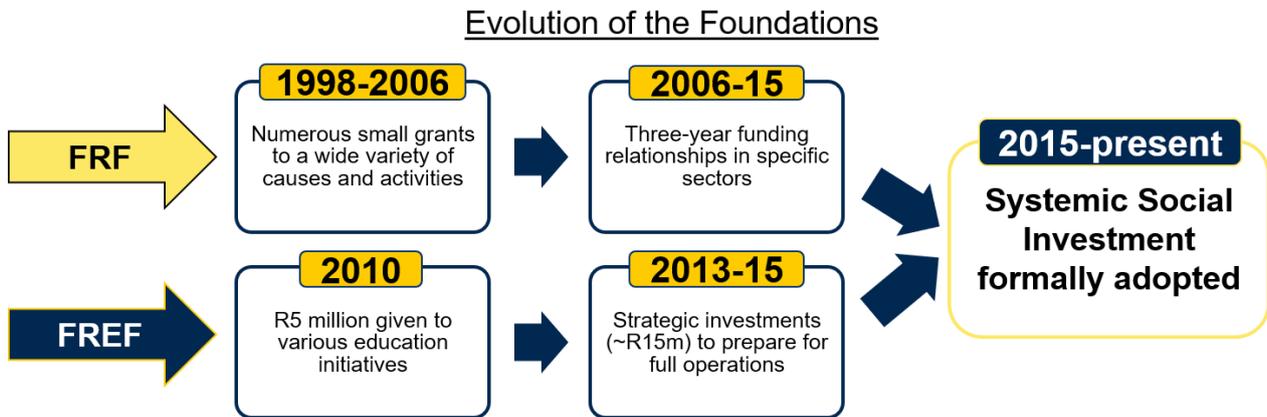
Managed for FRF and FREF by:



August 2021

1. Background

In December 2015, the FirstRand Foundation (FRF) and FirstRand Empowerment Foundation (FREF) – two separate legal entities associated with FirstRand Bank Limited, as outlined in the diagram below – jointly adopted systemic social investment (SSI) as their overarching approach to driving social change in South Africa.



Item	FRF	FREF
Established	1998	2005
Type	CSI/SED foundation	BEE ownership trust
# of trustees	11 (7 independent)	8 (4 independent)
Total invested to date	R1.9+ billion	R500+ million
Current annual spend	~R250 million per annum	~R150 million per annum
Funding based on	1% NPAT	Dividends from endowment
PBO registration	S30 and S18A(1)b	S30

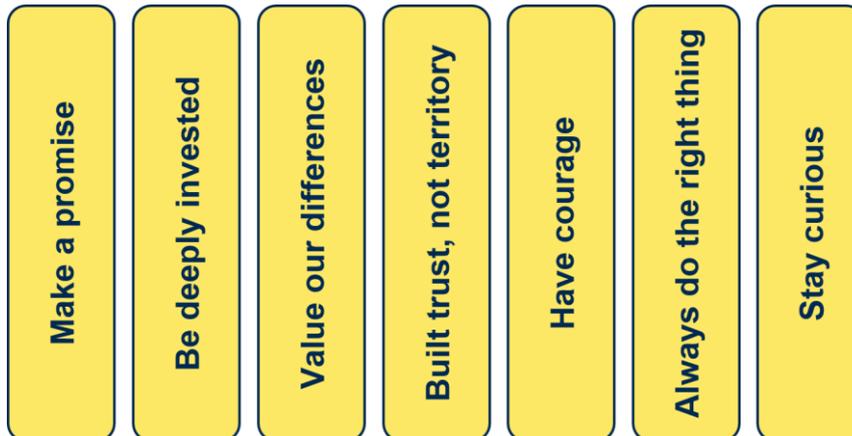
SSI aims to influence the education system in South Africa – from early childhood until young people enter the world of work – with the aim to bring about wide-scale, systems-level change for the country. The FRF and FREF utilise their expertise, energy, experience and (limited) resources to target high-potential leverage points that can unlock outsized impact in South Africa’s education system, thus realising nationally significant, permanent change in the country’s education trajectory.

2. Project scope

Through SSI, the FRF/FREF's statement of strategic intent is to contribute to a strengthened economy and better South Africa by making catalytic investments in education and skills development. This strategy is driven through and by the SSI impact framework, which is made up of four core building blocks:

1. FirstRand Promises

First and foremost, SSI is built on FirstRand's Promises. Without these, the FRF and FREF's work has no solid grounding.



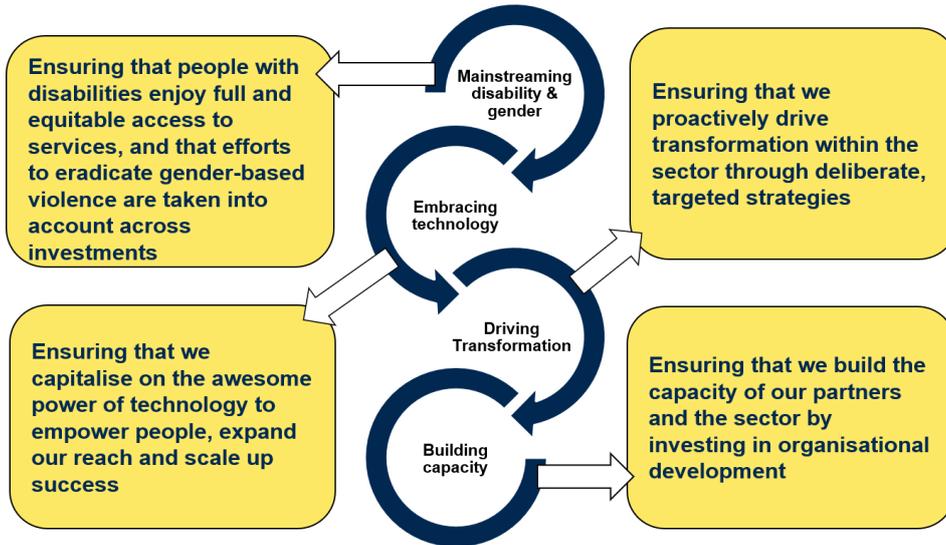
2. Pillars of Success

Eight Pillars of Success help guide the FRF and FREF's decision-making.

Focus	We focus relentlessly in order to build expertise and maximise impact.
Understanding	We dedicate the necessary time, energy and resources to ensure deep understanding of our focus areas.
Partnership	We establish, build and strengthen partnerships with civil society, other donors and government to accomplish our goals.
Advocacy	We work with partners – armed with high-quality information and tested, scalable models – to motivate for sustainable change.
Measurement	We build dynamic M&E systems to understand our impact, inform our decisions and change course when necessary.
Innovation	We identify, encourage and support innovative solutions to socio-economic challenges.
Risk-taking	We take calculated risks, are prepared to fail and strive to continuously learn through our actions.
Long-term thinking	We take the long view – looking for impact over five, 10 or 15 years – while also searching for short-term wins.

3. Cross-cutting priorities

Regardless of which activities the FRF and FREF support, four cross-cutting priorities are built into everything the Foundations do.

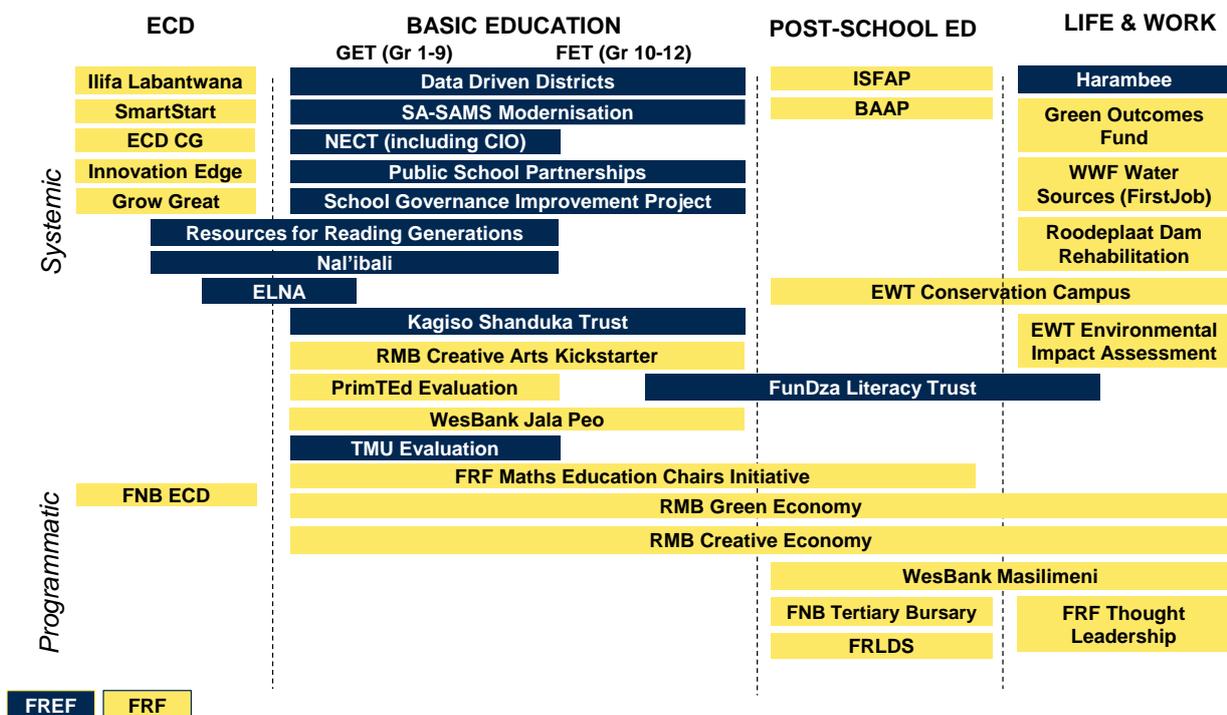


Theory of change

The social investments the FRF and FREF make align to an overarching theory of change (TOC) that outlines (at a high level) how the Foundations aim to drive impact. The TOC diagram is included as Appendix A of this RFP

Funded activities

Through a combination of programmatic and systemic activities, the Foundations work across the education continuum in support of broad, holistic change. A number of education initiatives are implemented across all nine South African provinces, with a focus on disadvantaged communities. The below diagram depicts where the specific initiatives fall in the continuum.



The purpose of this evaluation is to analyse, evaluate and critique the Foundations' SSI approach at a macro level. The evaluation will not evaluate each funded programmatic/systemic initiative in detail. Instead, the evaluation should focus on SSI as a whole, drawing on global and local best practice and noting the successes and challenges of the first five years of implementation (2015–2020).

3. Type of evaluation

The evaluation will be a combination of an implementation and outcomes evaluation:

Implementation evaluation: Focuses on the actual delivery of the SSI framework – the inputs, activities and outputs. It explores whether the assumptions and the TOC are working in practice, and reviews the resources, systems, operational procedures, management and accountability structures of the Foundations' SSI approach. This sort of information can help social investors identify implementation failure.

Outcomes evaluation: Will focus on determining the extent to which the framework is likely to achieve its systemic objectives by assessing the results of the framework. It is important to reiterate that for this particular evaluation, measuring outcomes on beneficiaries will not be the primary focus. However, the evaluation should attempt to assess the extent to which the SSI framework is likely to lead to intended results.

4. Evaluation objectives and questions

This evaluation seeks to establish the extent to which the design and implementation of SSI have led to intended outcomes.

The specific objectives of the evaluation are to:

1. ascertain whether the SSI design and implementation are sufficient to achieve the intended impacts;
2. identify any factors contributing to the success of SSI, or hindering the potential impact of SSI;
3. provide findings and recommendations to strengthen the implementation of SSI going forward; and
4. determine whether there are early indications of systemic change and/or adoption across the education continuum, directly related to SSI activities.

Below are a proposed set of questions to guide the design of the evaluation. The appointed service provider may interrogate these questions and propose to add to or revise them, should that be necessary.

The following are proposed high-level evaluation questions:

- Which components of the SSI framework implementation have been particularly successful, and why? Which have been unsuccessful, and why?
- What are the particular features of the SSI framework that are likely to result in/contribute to desired systemic change?
- To what extent is the implementation of the SSI framework using resources in an efficient manner?
- To what extent is the SSI framework addressing gaps in the system? How well does the SSI framework align with government priorities?
- How well aligned is the SSI framework to global best practices?
- What are the key implementation lessons?
- What can be done to improve future implementation?
- To what extent does the multi-party operating model enhance or inhibit potential outcomes?

The appointed service provider will be required to provide a set of specific sub-questions to answer the above high-level evaluation questions.

5. Methodology

The appointed service provider is requested to propose a robust and detailed evaluation design and methodology. The service provider can propose additional methods not included in the list below. Should a service provider propose other methods not specified below, the benefits of the proposed method and how it complements the mix of methods towards achieving the stated objectives must be explained:

- **Desktop review:** Review of all relevant documentation, including the SSI Impact Framework, programme documentation, monitoring reports, etc. In addition, this component of the study should seek to review available information on best international practices for systemic change driven by foundations.
- **Key informant interviews:** Engagement of all key stakeholders (e.g. FRF/FREF representatives, funding partners, policy experts, government department representatives, etc.). These will take place in a one-on-one setting, either in-person (if possible) or remotely.
- **Focus group discussions:** Engagement of programme partners with the aim of finding out how the FRF/FREF have supported and impacted their organisations, and how/if they have been able to better drive systemic change as a result of this.
- **Case studies:** A review and analysis of best practice of foundations driving systemic change, both locally and internationally.

6. Deliverables and time frames

All deliverables submitted will be subject to scrutiny by the Project Management team, and approval will only be granted if the deliverables are of the requisite quality. Thus, the finalisation of deliverables may entail several revisions, based on feedback provided. The tentative timelines for the project, which are subject to change, are as follows.

No.	Deliverable	Time frame	Payment proportion
1.	Inception report	January 2022	25%
2.	Data collection instruments	January 2022	
3.	Literature review demonstrating best global/local practice (case studies)	February 2022	
4.	Fieldwork report	March-April 2022	35%
5.	Draft evaluation report	April/May 2022	
6.	Final evaluation report (including executive summary and PowerPoint presentation of the evaluation findings)	June 2022	40%
TOTAL			100%

The above timelines are indicative, specific timelines will be agreed upon during the inception meeting.

7. Expertise required

The service provider is required to specify the evaluation team members, their areas of expertise and their respective responsibilities. The team must possess relevant qualification(s), and each team member should possess at least one postgraduate degree (with the exception of junior team members). The team leader must have at least 10 years' experience in evaluation, including some specific focus on similar systemic activities. Team member CVs should be included as part of the application.

It is important to note that preference will be given to companies/consulting firms and not individuals.

8. Roles, responsibilities and resources

Tshikululu Social Investments, in partnership with representatives from FirstRand, will manage the evaluation on behalf of the FRF/FREF. This will include contracting with the successful service provider (on behalf of the FRF/FREF), making necessary introductions/connections to stakeholders that the service provider will need to engage, providing all necessary information/documentation that will facilitate effective implementation of the evaluation, receiving and reviewing all deliverables, and ensuring strong communication between all parties. The FRF and FREF boards of trustees will make the final decision as to which service provider to appoint.

The service provider shall:

- conduct this evaluation in a professional manner;
- follow all the steps necessary for this evaluation as articulated; and
- store and hand over all the information generated through this evaluation to Tshikululu in a confidential manner.

9. FirstRand Supplier Code of Conduct

The applicant needs to comply with the FirstRand Supplier Code of Conduct, which is available on the company's website: <https://www.firstrand.co.za/media/investors/governance/supplier-code-of-conduct.pdf>

10. Proposal submission information

A comprehensive proposal to carry out the evaluation must be submitted by **13 September 2021**. The proposal should be emailed to mdiza@tshikululu.org.za.

The proposal should sufficiently cover the following information and will be judged on these criteria:

- company details;
- company broad-based black economic empowerment (B-BBEE) level – please provide a certificate and, where applicable, provide transformation policies and plans (for South African based service providers- companies based outside South Africa will not be required to provide these documents);
- proposed methodology;
- project plan;
- comprehensive budget;
- demonstration of expertise and previous experience (including evidence of previous similar evaluations); and
- evaluation team (and their specialisations).

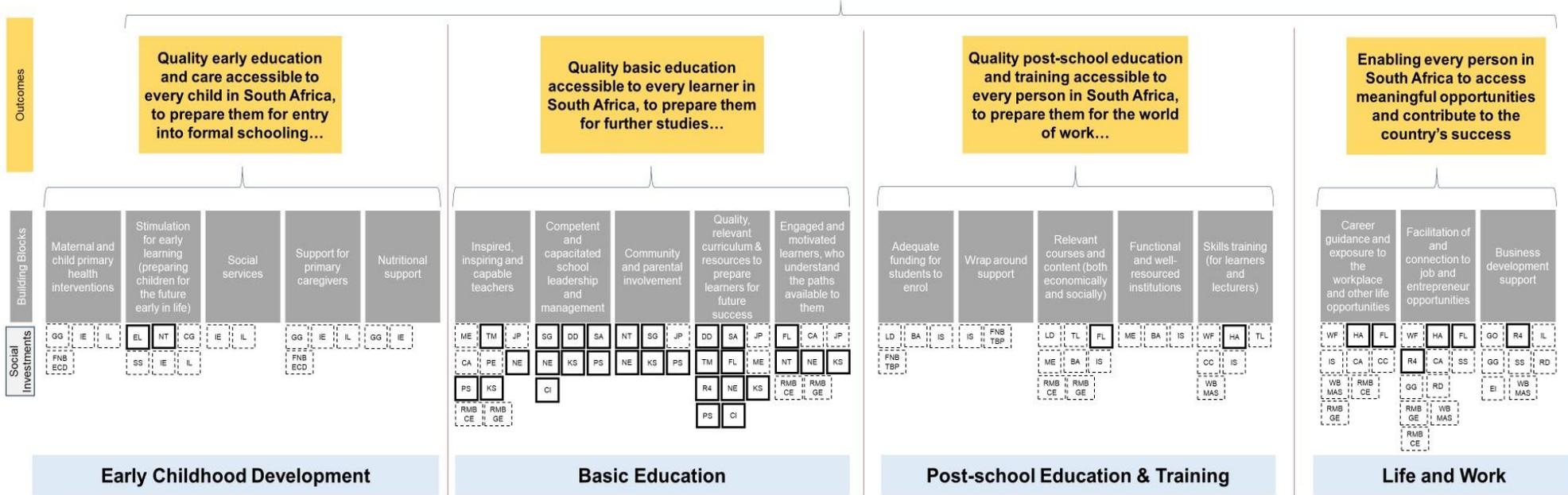
11. Appendix A

FRF/FREF theory of change

Theory of Change The social investments we make align to an overarching theory of change that outlines (at a high level) how we aim to drive impact

Statement of Strategic Intent

To contribute to a strengthened economy and better South Africa by making catalytic investments in education and skills development



BA = Black Academics Advancement Programme; CA = Creative Arts Kickstarter; CC = EWT Conservation Campus; CG = ECD Conditional Grant; EI = Environmental Impact Assessment; FNB ECD = FNB Fund Early Childhood Development Programme; FNB TBP = FNB Fund Tertiary Bursary Programme; GG = Grow Great; GO = Green Outcomes Fund; IE = Innovation Edge; IL = Ilifa Labantwana; IS = Ikusasa Student Financial Aid Programme; JP = Jala Peo; LD = FirstRand Laurie Dippenaar and other international scholarships; ME = Maths Education Chairs Initiative; PE = PrimTEd Evaluation; RD = Roodeplaat Dam conservation; RMB CE = RMB Fund Creative Economy Programme; RMB GE = RMB Fund Green Economy Programme; SS = SmartStart; TL = FRF Thought Leadership Programme; WB MAS = WesBank Fund Masilimi Programme; WF = WWF Water Sources

CI = DBE CIO; DD = Data Driven Districts; EL = Early Learning National Assessment; FL = FunDza Literacy Trust; HA = Harambee Youth Employment Accelerator; KS = Kagiso Shanduka Trust; NE = National Education Collaboration Trust; NT = Nal'ibali Trust; PS = Public School Partnerships; R4 = Resources for Reading Generations; SA = SA-SAMS Modernisation; SG = School Governance Improvement Project; TM = Teaching Maths for Understanding Evaluation