

Dear colleagues,

ILO/EVAL is looking for an evaluator (based in South Africa or home-based) for conducting the final evaluation of the project “Development of a Social Economy Policy in South Africa (Government of Flanders & National Economic Development Department of South Africa)” to take place between January 2021 and March 2021.

This evaluation should take about 21 working days.

Application deadline: 2nd December 2020

Type of contract: External Collaboration Contract or Service contract

Profile of the consultant:

- Master degree in Business Management, Social Sciences, Economics or related graduate qualifications
A minimum of 7 years of professional experience specifically in evaluating international development initiatives (UN and other international organizations) in the areas of policy, skills, employment, decent work and and rights-based approaches in the normative framework and operational dimensions, policy and management of development programmes, preferably in Africa.
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of South Africa is an advantage;
- Demonstrated ability to deliver quality results within strict deadlines.
- Excellent communication and interview skills, experience facilitating workshops for evaluation findings.
- Not have worked with the project as staff or consultant.

For further details about the evaluation, please see the attached ToR.

Candidates intending to submit an expression of interest must supply the following information:

1. A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
3. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars (indicating also fees received for similar assignments in the last 2 years as a reference).
4. A copy of the candidate’s curriculum vitae.

5. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.
6. The names of two referees (including phone and email) who can be contacted.
7. Two reports in which the evaluator has played similar role for the position he is applying.

The deadline to submit expression of interest for undertaking the evaluation is 2 December 2020.

Please send an e-mail with the subject header "Evaluation of project: Social Economy Policy" to the Evaluation Manager Benson Mang'eni (mangeni@ilo.org) and copying Ricardo Furman (furman@ilo.org).

Many thanks.

Best Regards

Ben Mang'eni
Evaluation manager



International Labour Organization

TERMS OF REFERENCE

Development of a Social Economy Policy in South Africa (Government of Flanders & National Economic Development

Department of South Africa)

Version 13 November 2020

Independent Final Evaluation

Project Title	Social Economy Policy Project
Project Code	ZAF1601MFLA
Administrative Unit	CO Pretoria
Geographical Coverage	South Africa
Donor	Government of Flanders
Budget	EU 1,324, 367
Implementation period	June 2017 – March 2021
ILO Technical Units	Enterprise
Type of evaluation	Independent Final Evaluation
Date of the evaluation	January 2021 – March 2021
Evaluation Manager	Ben Mang'eni

1. BACKGROUND INFORMATION

1.1. Background of the project to be evaluated

The Government of South Africa is committed to growing the potential of the social economy in South Africa, with commitments in both the New Growth Path and the National Development Plan. For example, the New Growth Path (NGP) adopted in late 2010 by the South African Government identifies social economy development as a pillar of the national development strategy framework. The Decent Work Country Programme (DWCP) drawn up by employers' organizations, workers' organizations and the Government of South Africa in consultation with International Labour Organization (ILO) and governed by the National Economic Development and Labour Administration Council (Nedlac) identifies the development of the social economy as a strategic means leading towards the creation of jobs in sustainable enterprises.

The Department of Trade, Industry and Competition (dtic) together with the ILO is working to deliver a policy that will enable the ecosystem for the social economy, allowing it to thrive. This policy development project builds on several years of foundational work to strengthen and stimulate the social economy in South Africa. This includes several pilot projects in KwaZulu-Natal and the Free State provinces exploring public procurement as a means to stimulate the social economy; training organisations to better respond to these opportunities, and the testing of new social economy enterprise models that reduce barriers to market entry.

The project also builds on substantial global priorities related to the creation of decent jobs, sustainable development (particularly SDGs 1,2,3,4,5,8,1 and 11) and the empowerment of women and young people.

1.2. The Social Economy Policy Project in South Africa

The Economic Development Department (EDD) was formed after the 2009 elections, to strengthen government capacity to implement the electoral mandate in particular in relation to the transformation of the economy. The EDD was merged with the dtic in April 2020, following national elections in 2019. Minister Patel remained the Minister in charge and the goals of the policy project unchanged. Towards achieving these objectives, the ILO has supported the EDD/dtic team to develop a policy that seeks to enable the ecosystem for the social economy, allowing it to thrive. The project started on 1st April 2017 and ends 31 March 2021.

The ILO and the dtic have capacitated the Social Economy Policy project team, which is made of officials from both organisations.

Key milestones of the policy project include:

- Launch of the Draft Green Paper, by Minister Patel, in February 2019
- Expert and public consultations of the Green Paper in 2019
- Revision of the Green Paper based on input from consultations (December 2019)

- Further consultations, including extended provincial consultations in 2020
- Various work, including an online training programme, a web platform and a database of social economy practitioners

The key results areas, as reported the project are

- Enhanced institutional mechanisms to drive and guide the Social Economy work;
- Policy choices informed by knowledge, research and available evidence; and
- Strategic support on the implementation of practical interventions that creates impact.

1.3. Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation projects accountability, learning and planning and building knowledge. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the implementation of the project as per established procedures. The project went through an internal mid-term evaluation in February 2019 and an independent final evaluation is required.

This evaluation should be conducted in the context of criteria and approaches for the international development assistance as established by; the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”.

2. SCOPE AND OBJECTIVE OF THE EVALUATION

2.1. Scope

The scope of the evaluation in terms of the operational area is South Africa and will cover the period of June 2017 – March 2021. It will cover all the planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to national policies and programmes.

It will further look at the integration of ILO and donor cross-cutting themes such as Gender and non-discrimination, Social dialogue, International Labour Standards, HIV/AIDS, Climate Change, Good Governance, Sustainable Development and Children's Rights.

2.2. Objectives

The evaluation objectives are:

- a. Analyse the implementation strategies of the project concerning their potential effectiveness in achieving the project outcomes; including unexpected results and identifying factors affected project implementation (positively and negatively);;

- b. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
- c. Review the strategies for sustainability of the project – what is the likelihood of the work continuing, once the project is completed in March 2021;
- d. Identify the contributions of the project to the SDGs, the ILO objectives and its synergy with other projects and programs;
- e. Identify lessons and potential good practices for the different key stakeholders; and
- f. Provide strategic recommendations for the different key stakeholders to improve the implementation of the project results and similar the projects in future.

The evaluation key users are the identified stakeholders and include:

- The Department of Trade, Industry and Competition
- Other government agencies engaged with the project (Department of Environmental Affairs, National Treasury, Public Works etc.)
- International Labour Organization
- The donor, the Government of Flanders
- Strategic partners including the Industrial Development Corporation
- ILO constituencies

3. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

3.1. Review criteria

The evaluation should be carried out in the context of the criteria and approaches for international development assistance as established by OECD/DAC Evaluation Quality Standard. The ILO policy guidelines for results-based evaluation and the technical and ethical standards and abide by the Code of Conduct for Evaluation on the UN System are established within these criteria and the evaluation should, therefore, adhere to these to ensure an internationally credible evaluation.

Throughout the evaluation question, the evaluation will further look at the integration of ILO and donor cross-cutting themes such as Gender and non- discrimination, Social dialogue, International Labour Standards, HIV/AIDS, Climate Change, Good Governance, Sustainable Development and Children's Rights.

The review will address the following ILO evaluation criteria ;

- Relevance and strategic fit of the project;
- The validity of the project design;
- Project effectiveness;
- The efficiency of resource use; and management arrangements;
- Sustainability of project outcomes
- Impact orientation;
- Gender equality and non-discrimination

3.2. Key Evaluation Questions

The evaluator shall examine the following key issues:-

a. Relevance and strategic fit

- Was the project coherent with the Governments objectives, National Development Frameworks, the DWCP, the UNSDCF, and beneficiaries' needs, and does it support the outcomes outlined in ILO's CPOs as well as the SDGs?
- How did the project complement and fit with other on-going ILO programmes and projects in the countries?
- What links have been established so far with other activities of the UN or other cooperating partners operating in the Country in the areas of employment, market development and women's empowerment?
- Was the project able to leverage the ILO contributions, through its comparative advantages (including tripartism, international labour standards, ILO Decent Work Team etc.)?

b. The validity of the project design

- Assess if the design took into account, in a realistic way, the institutional arrangements, partnerships, roles, capacity and commitment of stakeholders;
- To what extent were the relevant external factors and assumptions identified at the time of design? Were the underlying assumptions on which the project has been based proven to be true?
- Were the time frames for project implementation and the sequencing of project activities logical and realistic?
- Was the strategy for the sustainability of project results defined clearly at the design stage of the project?
- Were the objectives of the project clear, realistic and were they achieved within the established schedule and with the allocated resources (including human resources)?
- Did the outputs identified in the proposal contribute to the achievement of the overall objective of the project?
- Has the project structure, and the funding split between EDD and ILO, been a good approach to achieve the project results?

c. Effectiveness

- To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives?
- What, if any, unintended results of the project have been identified or perceived?
- What have been the main contributing and challenging factors towards project's success in attaining its targets including internal and external factors to the project? How has project management dealt with them?
- Was the coordination and partnership with main stakeholders effective? Were the project partners able to fulfil the roles expected in the project strategy? Were there any capacity challenges?

- Examine how the project interacted and possibly influenced national-level policies and debates on the social economy and other relevant themes.
- To what extent is the COVID-19 Pandemic influenced project results and effectiveness and how the project have addressed this influence and adapted?
- Does the (adapted) intervention models used in the project suggest an intervention model for similar crisis response?

d. Efficiency use of resources and management arrangements

- Were the available technical and financial resources adequate to fulfil the project plans? Were there a need to reallocate resources or adjust activities or results to achieve its outcomes?
- Were the resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
- Was the project M&E strategy contributing to project management, learning and accountability?

e. Orientation to impact and Sustainability

- Is it likely that the project outcomes will generate a long-term positive change?
- Has the ownership at national level been promoted and achieved?
- Has the phase-out strategy for the implemented? Was it sufficiently articulated towards this goal?
- What was the likely contribution of the project initiatives, including innovative approaches and methodologies piloted, to broader development changes in the area of intervention, including those laid out in the ILO Decent Work Agenda, Decent Work Country Programmes and National Development Programmes?
- Is it likely that the project outcomes will contribute to enabling the social economy in South Africa?
- How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses and how project addressed it with the stakeholders moving forward on the project results?

f. Gender equality and non-discrimination

- How has the intervention addressed men and women specific strategic needs? What are possible long-term effects of the project on gender equality?
- Where other vulnerable groups have been considered, how?

4. Methodology

The following is the suggested methodology for the evaluation that can be adjusted by the consultant if considered necessary in accordance with the scope and purpose of the evaluation with approval of the Evaluation Manager.

The evaluation should be carried out under the relevant parts of the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2017. Gender concerns should be addressed under ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects"¹. All data should be sex-disaggregated and different needs of women and men and marginalized groups targeted by the project should be considered throughout the evaluation process ("no one left behind").

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigour of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020). The evaluation will be conducted home-based virtually unless the evaluator is based in South Africa.

The following elements are the proposed methodology:

4.1. Document Review, scoping and inception

The evaluator will receive a briefing by the evaluation manager, the project team, and the technical backstopping units. After that, the consultant will review the project document, work plans, progress reports, research reports, and other documents produced since the project started.

After the end of the desk review, the evaluator will prepare a brief Inception report. The report will outline the methodological approach, evaluation instruments and the questions (questions in the ToRs to be refined based on the knowledge gained through desk-review and initial briefing), an agenda of the stakeholders' workshop, a list of stakeholders to be interviewed, a work plan, an indicator matrix with the evaluation questions, and outline of the evaluation report. The structure and format of the inception report will follow the EVAL Guidance note on Inception report (see Annex I).

4.2. Data collection

Interviews (face to face or online) with project staff and stakeholders will take place. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager. An initial list include (at national and subnational level as applicable):

- The Department of Trade, Industry and Competition
- International Labour Organization
- Other government agencies engaged with the project (Department of Environmental Affairs, National Treasury, Public Works etc.)
- The donor, the Government of Flanders

¹ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

- Strategic partners including the Industrial Development Corporation
- ILO constituencies

4.3. Preliminary evaluation results presentation workshop

A stakeholders' workshop (virtual or face-to-face) to present the report findings and complete data gaps with key stakeholders, ILO staff and partners shall be organized. The evaluator will facilitate the validation workshop which can be face to face, or online. The workshop will be attended by the project and other ILO relevant staff and key stakeholders.

This will be an opportunity for the evaluator to gather further data, present the preliminary findings for verification and discussion, present recommendations and obtain feedback. The evaluator will be responsible for developing the agenda and facilitation of the workshop. The identification of the number of participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluator.

4.4. Draft and final evaluation report

After the fieldwork, the evaluation team will develop a draft evaluation report (see Deliverables below for the report outline its content) in line with EVAL Checklist 5. The total length of the report should be a maximum of 30 pages for the main report, excluding annexes. The report should be sent as one complete document. Photos, if appropriate to be included, should be inserted using a lower resolution to keep overall file size low. The Evaluation Manager will circulate the draft report to key stakeholders, the project staff and the donor for their review and forward the consolidated comments to the evaluator.

4.5. Final report

The evaluator will finalize and submit the final report to the evaluation manager in line with EVAL Checklist 5. The report should address all comments and/or provide explanations of why comments were not taken into account. A summary of the report, a data annexe and the lessons learned and good practices fact sheets from the project should be submitted as well. The quality of the report will be assessed against ILO/EVAL's Checklist 62.

The evaluation manager will review the final version and submit to the Regional SMEO and EVAL for final review. The final evaluation report, good practices and lessons learned will be stored and broadly disseminated through the EVAL's database³ as to provide easy access to all development partners, to reach target audiences and to contribute to maximising the benefits of the evaluation.

5. MAIN DELIVERABLES

² [EVAL Checklist 6: Rating the quality of evaluation reports.](#)

³ [ILO i-eval Discovery. https://www.ilo.org/ievaldiscovery/#al2glss](https://www.ilo.org/ievaldiscovery/#al2glss)

The main deliverables of the evaluation are:

5.1. Inception report

An inception report- upon the review of available documents and an initial discussion with the project management (EVAL Guidelines –Checklist 3 se Annex). The inception report will:

- i. Describe the conceptual framework that will be used to undertake the evaluation;
- ii. Elaborate on the methodology proposed in the TOR with changes as required;
- iii. Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews
- iv. Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- v. Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- vi. Set out an outline for the final evaluation report

5.2. Preliminary findings sharing

The ILO will organize a virtual meeting to discuss the preliminary findings of the evaluation after data collection is completed. The evaluator will set the agenda for the meeting. The presentation should provide a brief review of key results for each evaluation criteria. The workshop will be technically organized by the evaluator with the logistic support of the project.

5.3. First evaluation report draft

The first draft of Evaluation Report (following the Checklist 5 see annex) -to be improved by incorporating Evaluation manager's comments and inputs. The Evaluation Manager holds the responsibility of approving this draft. The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (not more than 14 working days).

5.4. Final evaluation report

The final version of the evaluation report shall incorporate comments received from ILO and other key stakeholders. Any identified lessons learnt and good practices will also need to have standard annexe templates (one lesson learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.

The final version is subjected to final approval by EVAL (after initial approval by the Evaluation manager and Regional evaluation officer)

The draft and final versions of the evaluation report will be in English (maximum 30 pages plus annexes), following EVAL Checklists 5 and 6 (see Annex). will be developed under the following structure

- a. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (the type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of the evaluator, date of submission of evaluation report).
 - b. Table of contents
 - c. Acronyms
 - d. Executive Summary
 - e. Background of the project and its intervention logic
 - f. Purpose, scope and clients of evaluation
 - g. Methodology and limitations
 - h. Presentation of findings (by criteria)
 - i. Conclusions
 - j. Recommendations (including to whom they are addressed, resources required, priority and timing)
 - k. Lessons Learnt and potential good practices
- Annexes (TOR, table with the status achieved of project indicators targets and a brief comment per indicator, list of people interviewed, Schedule of the fieldwork overview of meetings, list of Documents reviewed, Lessons and Good practices templates per each one, other relevant information).
- Executive summary in ILO EVAL template

6. MANAGEMENT ARRANGEMENTS AND WORK PLAN

6.1. Composition of the evaluation team

The evaluation team will consist of one international evaluation consultant/s and a local administrative assistant to assist in logistics and helping to secure interview appointments (the last one will be, if required, provided by the ILO). The evaluator will be a highly qualified senior evaluation specialist with extensive international experience. S/he should also be familiar with the South African context.

6.2. Evaluation Manager

The evaluator will report to the Evaluation Manager (Ben Mangeni, mangeni@ilo.org) and should discuss any technical and methodological matters that arise with the Evaluation Manager. Besides, the Regional Evaluation Officer, Mr Ricardo Furman (furman@ilo.org), will support the Evaluation Manager. The evaluation will be carried out with support and services from the Social Economy Policy ILO team in South Africa – CO Pretoria.

6.3. Work plan & Time Frame

The total duration of the evaluation process is estimated to be 21 working days. The evaluation is scheduled for January-February 2021

6.4. Evaluation Phases

Activity	Duration	Resp	Start dates	Outputs
Contract Signing		Eval manager and the project	Dec 10 –8 Jan 2021	Signed Contract
Desk review and inception report	5 days	Consultant	Jan 18 – 22 2021	Inception Report approved by EM
Fieldwork and preliminary results presentation workshop	10 days	Consultant with project support	25-5 Feb 2021	Collected data
Report drafting	5 days	Consultant	8-12 Feb 202	Draft Report approved by EM
Circulation of the draft and inclusion of feedback	(10 days)	Eval manager	15-26 Feb 2021	Comments from stakeholders
Final version inclusion of feedback	1day	Cons	1 March 2021	Revised final Report
Approval of the evaluation report	(5 days)	EM and EVAL	2-5 March 2021	Final report approved by EVAL
Total	21			

6.5. Key qualifications and experience of the evaluator

The consultant should have the following qualifications:

- Master degree in Business Management, Social Sciences, Economics or related graduate qualifications
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives (UN and other international organizations) in the areas of policy, skills, employment, decent work and and rights-based approaches in the normative framework and operational dimensions, policy and management of development programmes, preferably in Africa.
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;
- Understanding of the development context of South Africa is an advantage;
- Demonstrated ability to deliver quality results within strict deadlines.
- Excellent communication and interview skills,
- Experience facilitating workshops for evaluation findings.
- Not have been involved in the project as consultant or staff.

Note: The evaluator can be based in South Africa (addressing the criteria presented here).

6.6. The tasks of the Project

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentation is up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (desk review phase).

6.7. Resources

Estimated resource requirements at this point:

- Evaluator honorarium for 21 days days inin assistant
- Communication cost (according to specific needs)
- Administrative assistant
- Stakeholders' workshop

ANNEXES:

1. RELEVANT POLICIES AND GUIDELINES

- a. ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

- b. Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

- c. Checklist No. 3: Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

- d. Checklist 5: preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

- e. Checklist 6: rating the quality of the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

- f. Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

- g. Guidance note 7: Stakeholders participation in the ILO evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

- h. Guidance note 4: Integrating gender equality in the monitoring and evaluation of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

- i. Template for the evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

- j. Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

- k. UNEG Ethical Guidelines for Evaluation

<http://www.unevaluation.org/document/download/548>

Annex 2 Theory of change

