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Terms of Reference:
**Developing a Series of Policy Briefs to inform the development of a Social Economy
Policy in South Africa**

1. Background

The Social Economy in South Africa is an area of growing interest, which brings the best of civil society together with the best of business. The result is organisations that deliver social value in a sustainable way – our co-operatives, social enterprises, and non-profits who trade.

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 one pillar of the national development strategy framework. And the Decent Work Country Programme (DWCP) drawn up by organized business, organized labour, Community and Government in consultation with 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 Economic Development together with the ILO is working to deliver a policy that will enable the ecosystem for the social economy, allowing it to thrive. This three year project works across three pillars:

- To recommend regulation that will enable the social economy ecosystem to thrive
- To stimulate support from business government and civil society to enable the social economy to thrive
- To encourage participation in the social economy, achieving job creation and social and economic growth.



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This policy development project builds on several years of foundational work to strengthen and stimulate the social economy in South Africa. This includes a number of pilot projects in KZN and the Free State 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 ILO is seeking the services of a service provider to develop the first in a series of policy briefs, which will be used in advocacy work for key policy makers including governments, business and with Civil Society, during and after a National Consultation Session planned for August / September 2018 (date to be confirmed). The first Policy Brief Series – a set of five policy briefs - will help guide the discussions and assist policy makers in undertaking informed policy decisions with regards to the broader societal impact of the social economy.

2. Purpose of the Assignment

The purpose of this assignment service is to develop a Policy Brief Series from a broad range of materials and reports, and other relevant publications on the social economy in South Africa. The following topics have been identified for the policy brief series. Please note that the final five policy briefs will be agreed together with the commissioned consultant.

Policy Brief Series 1: What is the social economy in South Africa?

Possible topics could include:

1. Definition of the Social Economy in SA, with the goal of creating a working definition for the policy process.
2. Opportunities and threats for the growth of the social economy in South Africa. What needs to be done to realise the potential of the social economy in SA?
3. Supporting the growth of the social economy in South Africa: points of strength and points of weakness



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Policy Brief Series 2: Social economy organisations in South Africa

Possible topics could include:

4. Understanding the regulatory environment in South Africa: the organisations that make up the social economy.
5. Supporting the growth of social economy organisations in South Africa: points of strength and points of weakness
6. Managing tensions between profit and purpose: dilemmas and difficulties of South Africa's social economy organisations.

Policy Brief Series 3: Scaling the work of the social economy

Possible topics could include:

7. Connecting impact and income: the social economy and systemic change
8. Does size equal success in the Social economy in South Africa? When does scaling work, and when does it fail?
9. Models for scaling

Policy Brief Series 4: Social Impact Measurement for the social economy

Possible topics could include:

10. Defining social return – how social economy organisations measure their success.
11. Barriers to growth: the difficulties in measuring success in the social economy
12. Does size equal success in the Social economy in South Africa? When does scaling work, and when does it fail?

Policy Brief Series 5: Innovative finance to catalyse the social economy in South Africa.

13. Models for innovative finance in South Africa
14. Funding and financing of the social economy – looking back, looking forward. What's worked and what hasn't.
15. Impact investing and social return on investment.



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3. Tasks of the collaborator / consultant

The Consultant, or consulting company, will perform the following tasks in the process of developing the policy brief:

- a) Review available study reports done by the ILO and other relevant documents.
It must be understood that the field is nascent in South Africa and we are building knowledge specific to the South African context.
- b) Literature review on the social economy including relevant ILO Recommendations and documents¹;
- c) Desk review of statistical data and information on initiatives related to enabling the ecosystem for the social economy
- d) Seek feedback from ILO , its tri-partite constituents and other stakeholders (as advised by the ILO);
- e) Seek review comments to the draft policy brief from national experts (as advised by the ILO);
- f) Incorporate review comments and suggestions;
- g) Present draft policy briefs for input and comments
- h) Submit the final policy brief series

The ILO will cover the costs of proof reading, design and printing separately.

¹ For example:

- Best practice case studies (ILO 2016)
- Best practice case studies from South Africa (ILO 2016)
- Access to finance for social entrepreneurs in South Africa (ILO 2016)
- Potential and limits of Social and Solidarity Economy (UNRISD 2013)
- Social and solidarity economy: our common road towards Decent Work (ILO 2011)
- Policy Brief 10: The resilience of social and solidarity enterprises – the example of co-operatives (ILO 2010)
- Steinman, S. (2010) *An exploratory study into factors influencing an enabling environment for social enterprises*. Johannesburg.



4. Structure of Policy Brief Series

This work is commissioned as a series of five policy briefs. Collaborations are encouraged to ensure expertise is applied to different subject areas. Each policy brief should be:

- At least 2000 words (approx. five pages), with referencing as Endnotes. One page at the end will be reserved for a list of documents /reports reviewed and a brief introduction of the Social Economy Policy Project, and other general information.
- General headings that can be applied:
 - Executive Summary
 - Description of the policy challenges
 - Statistics / quantitative data that supports this description
 - Policy options to address the challenges
 - Examples that illustrate the issue. Examples that illustrate the solution.
 - Identified bottlenecks that hinder the development and growth of the sector
 - Conclusions and recommendations
 - “Key facts” fact box
 - Recommended reading
 - Sources

Guidelines that can be applied to the Policy Brief Series:

- Conclusion should include numbered recommendations to the South African government on how to best support the development and growth of the social economy.
- Figures and diagrams are recommended
- Photographs and quotes in high resolution
- Contributors (individuals and institutions) should be acknowledged
- The appointed consultant/s will be requested to participate at a National Consultation, dates to be confirmed.



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5. Required skills, competencies and experience

The Consultant/s is required to have:

- Sound technical background and experience in the social economy in South Africa;
- Sound experience and knowledge on the work done by the ILO on the social economy in South Africa
- Excellent written English and interviewing skills and techniques.
- A track record of professional experience working in the social economy or with social economy organisations; especially in the production of written reports and research.
- Ability to deliver content for high-impact reports
- Experience of developing policy briefs will be advantageous;
- Understanding of the South African government's policies on Small Business Development, Economic Development and related policies and regulations is an advantage.
- Understanding of on-going debates/discussion and on the challenges facing the social economy is an advantage.

6. Budget

Please provide a budget with your submission. **The total budget for this commission is USD 8,500** (approx. ZAR 20,000 per policy brief)

7. Contract duration

The contract is envisaged to start on the 01 June 2018 and will end on the 31 August 2018. Deadlines will be agreed at the contracting phase but are planned as follows:

- i. Draft outline of the Policy Brief Series by 28 June 2018
- ii. 2nd Draft policy brief 21 July 2018
- iii. 1st Final draft policy brief incorporating inputs from the Consultation session.



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8. Payment Schedule

The ILO will pay a lump-sum contract as follows:

- First payment (30%): Upon Signature of the Contract; with submission of an approved work plan.
- Second payment (50%): Upon receiving a copy of the 2nd draft of the policy brief.
- Third and final payment (20%): upon receiving the copy of the final version of the policy brief with inputs from the Consultation session

9. Submission of proposal

Please submit your interest and motivation for this assignment to the ILO. Applications must not be longer than five pages and must outline:

- Topics / Policy Brief Series themes where you would like to work, and motivation as to why these should be the first thematic areas that are delivered as policy briefs.
- Your experience working with / in the social economy
- Your experience working in the thematic areas selected
- Any examples / evidence of similar work.
- Any difficulties you may have achieving the deadlines above.
- Two references
- Budget and work plan

The closing date for submission of proposals is **28 May 2018 by close of business**.

All deliverables and reports must be submitted to the Chief Technical Adviser of the Social Economy Policy Project by e-mail: krige@ilo.org attention Kerryn Krige, with Chriselda Tabane copied (tabane@ilo.org).



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Your submission will be confirmed by e-mail. If possible, please request a delivery receipt with your mail

Please refer any questions to: Kerryn Krige on krige@ilo.org

All queries are to be made in writing and will be shared with the broader group invited to apply.

ENDS

14 May 2018