



# AMBASSADE DE FRANCE EN AFRIQUE DU SUD

*Liberté  
Égalité  
Fraternité*

## TERMS OF REFERENCE

### External evaluation of the project “Support to Entrepreneurs' Networks in South Africa”.

#### 1. Rationale

The Embassy of France in South Africa is inviting bids for the external evaluation of the project “Support to Entrepreneurs' Networks in South Africa” (original French title: “*Appui aux Réseaux d'Entrepreneurs en Afrique du Sud*”).

The project started in 2020 and will be fully completed in 2021. The evaluation foreseen in the project plan will cover all activities undertaken by September / October 2021, and will be managed by the Cooperation and Cultural Action Department of the French Embassy (SCAC).

The evaluation will serve to assess the project design, its implementation and achievements. The Evaluator will be expected to formulate recommendations to guide future interventions to support the entrepreneurs network in South Africa.

These Terms of Reference (ToR) spell out the requirements for the external evaluation.

#### 2. Brief presentation of the project

The project “Support to Entrepreneurs' Networks in South Africa” has 3 main objectives:

- To provide financial and technical support to South African business networks and incubators in their structuring and development, with the aim of making their structures sustainable.
- To support South African Business Networks in their activities to provide training to their members.
- To stimulate and support the connection of South African business networks and hubs/incubators with their French counterparts, with the aim of stimulating exchanges of experience and business opportunities between our two countries.

The organizations and networks have been selected in view of the South African government's political priorities regarding the issue of agricultural transformation and the place of women in entrepreneurship.

The development of these structures and the creation of jobs are major challenges of the project.

The project is a 2-year cycle with a global budget of 200 000 € and is fully funded by the French Ministry of Europe and Foreign Affairs (MEAE) through the Solidarity Fund for Innovating Projects.

**Objective of the FSPI :**

To support the structuring and development of South African entrepreneurial and innovation networks and to increase the privileged and sustainable links of these networks with France with a view to developing exchanges of expertise, cooperation and business opportunities.

**The beneficiaries:**

2 business networks whose activities refer to thematic priorities of the South African government.

- **The Global Women Business Circle** - A network of women entrepreneurs (met at the launch of French Tech in Jo'burg) - newly established in January 2020.
- **The African Farmers Association of South Africa - Youth** - The network of young black South African farmers.
- 3 other business networks sponsored by these 2 associations will also benefit from part of the FSPI, in its capacity building part of the governance structures. These are: **AMEU Women In Electricity, the Women's Chamber of Entrepreneurs, the South African Grain Farmers Association**
- Among the other beneficiaries of the programme, a dozen incubators (Launchlab, The Innovation Hub, 22on Sloane, 4IR incubators, TuksNovation, Fsatlabs, Ocean Hub Africa, Tshimologong, and Oribi Village) are being supported in developing their links with French counterparts. The aim is to create new partnerships or to consolidate existing ones. The development of soft-landing programmes and the signing of agreements formalising these programmes are clearly sought here.

**Partners:**

As part of the actions aimed at reinforcing the structuring of entrepreneurs' associations, a tailor-made and dedicated training programme for these entrepreneurs' associations was developed in partnership with the **Gorbon Institute Business School of the University of Pretoria**.

This institute has again been ranked among the top 50 schools in the world developing "executive" programmes, and 1st on the continent.

This is the first time that GIBS has worked on a programme of this nature with an embassy and we will therefore communicate on this partnership.

**Status of the different components of the project:**

The project is structured around 3 main components:

**Component 1:** Supporting networks of entrepreneurs in their structuring and development, with a view to the sustainability of their structures

*Beneficiaries:* Circle of Global Business Woman, AfASA Youth, AMEU Women In Electricity, the Women's Chamber of Entrepreneurs, the South African Grain Farmers Association

- **The Leaders of Entrepreneurial Networks programme**, in partnership with the Gordon Institute Business School (GIBS) of the University of Pretoria. This training programme took place over a period of 6 months with a graduation ceremony at the French residence in the presence of the Ambassador and the Minister of Social Development - Lindiwe Zulu. 20 members (list of beneficiaries validated) of these 5 associations will be trained
- **Financial means to accompany the structuring of support activities** and network animation have been put in place. - support for the recruitment of staff, support for marketing policy, development of websites, support for the rental of an office at 22 on sloane ....

- Among other actions of this component, financial support to the organisation of the annual meetings of the associations, and the official launch of the CGBW association in the presence of the Minister in the Presidency for Women Youth and Persons with Disabilities, Maite Nkoana-Mashabane
- Support for the development of **thematic and sectoral seminars for the members of the boards** of these associations. Numerous webinars have been planned to replace seminars that could not be implemented due to the long period of confinement in South Africa.

**Component 2:** Supporting the beneficiary Business Networks in their activities to implement training for their members (the basis of their existence)

*Beneficiaries:* Members of the Circle of Global Business Women - 50 companies of the CGBW and AFASA youth - the 300 members

- Construction of a **training programme with GIBS for members of the Women's Business Network**. (Entrepreneurship fundamentals programme) - October 2020 to February 2021 + Graduation ceremony at the inauguration of the CGBW Women Entrepreneurs Network.
- Building a training programme with GIBS for Afasa Youth Network members. (Entrepreneurship Fundamentals Programme) - September 2021 - December 2021 (in progress)
- Support to the setting up of thematic workshops for AFASA youth and CGBW (technical training dimension and animation of the network community) for the associations' members.

**Component 3:** The aim is to stimulate and support the connection of South African business networks and hubs/incubators with their French counterparts, with the aim of stimulating exchanges of experience and business opportunities between our two countries.

*Beneficiaries:* CGBW, AFASA Youth, 22on Sloane, 4IR incubators, TuksNovation, Fsatlabs.

This component was naturally affected by the current health crisis and the cancellation of many French and South African events that should have acted as meetings between the FSPI supported networks and their French counterparts.

Nevertheless, the work of identifying potential French partners is complete and the time for meetings remains.

In particular, we had decided to focus on increasing our visibility at the **Emerging Valley Summit** (7 and 8 December 2020 - <https://www.emergingvalley.co/> ) and to promote week-long meetings with our various incubators and entrepreneurial networks. This event has unfortunately been postponed to March 2021 in a virtual format.

Given our results, we lobbied for South Africa to be the "host" country for this event. A virtual round table was organised with representatives of South African incubators (TuksNovation, FSATlabs, Tshimologong and the University of the Western Cape's Technology Transfer Office). The ambassador also spoke at the seminar in a virtual plenary (pre-recorded), while the signing of an MOU between Ocean Hub Africa and the Eurosima cluster took place during the summit.

Despite the persistent difficulties, we maintain the idea of our 2 beneficiary entrepreneurial associations and some incubators coming to participate in the **Africa France Summit in October 2021**.

However, while several grant agreements have been awarded (22on Sloane, the 4IR incubator and the French South African Tech Labs) to develop their relationships with their French counterparts, it was decided at the same time to pragmatically review the nature of these grants in view of the persistent difficulties in travelling to France (currently still a quarantine of 10 days is required for any South African wishing to travel to France). These adjustments have mainly led to support for the development within these incubators of support programmes for their members (currently under development).

Finally, and still in the spirit of this component 3 which consists of bringing together the French and South African networks, while mobility has been and still is difficult to envisage, we have promoted the idea of a rapprochement between the French South African Chamber of Commerce and Industry and the Circle Global Business Women. An MOU was signed in March 2021, aiming to facilitate the bringing together of the members of these two networks.

**Component 4:** An active communication policy has been launched around numerous videos, nearly twenty, giving visibility to events (graduation) or providing testimonials from beneficiaries of actions implemented under this FSPI (network of entrepreneurs, incubators or members of these networks). These videos were all relayed on the Embassy's networks or youtube channel.

Media coverage of annual meetings and French support is also seen as a priority. Mr. Ambassador will be invited to each of these assemblies in particular.

*Beneficiaries:* no less than **fifteen Clips have been filmed** to date: Oribi Village, The Launchlab, 4IR incubators, FSATlabs, Tshimologong, AFASA youth, TuksNovation, Ocean Hub Africa, Circle Global Of Business Women and numerous members.

### 3. Purpose of the evaluation

This evaluation serves two mutually reinforcing objectives: accountability and learning. Indeed the purpose is twofold:

#### 3.1. Accountability - Assess the project to date, looking at both the overall project and the different organizations supported :

- take stock of the activities implemented and results achieved, against the project plans;
- assess the performance of the project and sub-set of supported projects, particularly determine the relevance of the projects' logic and interventions, their efficiency, effectiveness, impact and sustainability;

#### 3.2. Learning - Draw lessons from project implementation:

- assess the need to further and/or expand this type of intervention;
- identify the conditions and good practices to inform the development of a new intervention strategy to continue our pledges with the entrepreneurial networks community in South Africa.

### 4. Services requested

#### 4.1. Stocktaking

The stocktaking exercise will include all aspects of the project, and consist in:

- A brief description of the implemented actions, including possible events and / or circumstances that may have interfered with their achievements, delayed or cancel their implementation.

- A brief description of the financial execution and the governance of the project, documenting and explaining any difference between the planned activities and expected results, and the project achievements.
- A report on the actual implementation strategy (as it happened).

#### 4.2. Evaluation criteria and questions

The evaluation will apply the international OECD/DAC evaluation criteria of relevance, process/implementation, effectiveness, efficiency, impact and sustainability. In addition, the evaluation should consider the gender-sensitivity and responsiveness of the project.

Evaluation criteria	Evaluation questions
Relevance	<p><b>Overall project</b></p> <ul style="list-style-type: none"> <li>- Was the project relevant to the entrepreneurial context in South Africa?</li> <li>- Were the project aims and objectives relevant to the designated beneficiaries / partners ?</li> <li>- Was the French Embassy able to adapt the project to evolving circumstances – e.g. the COVID-19 crisis in 2020? Were the project objectives still relevant then and now?</li> <li>- Where the means and strategy of the overall project adequate to achieve the proposed objectives, and with regards to the needs identified?</li> <li>- Was the training offered by GIBS was relevant regarding the needs of trainee and beneficial to them (added value of training in professional business development...)</li> <li>- Which unmet needs have been identified in relation to the project that would be relevant for the project to consider addressing?</li> <li>- Did the project create business opportunities for the project leaders?</li> <li>- Did the project promote and create new exchange of expertise between French and South African' entrepreneurship?</li> <li>- Are the focus areas for entrepreneurship support relevant to the current South African context? Are they relevant to the bilateral cooperation strategy between South Africa and France, to France's international cooperation strategy in general ?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>- To what extent has the project complemented other initiatives funded by France (including through the French Development Agency (<i>Agence Française de Développement</i> - AFD) and/or other donors – particularly European Union or other EU member states?</li> <li>- What have been the limitations to fostering such coherence and complementarity?</li> <li>- Were the project actions coherent in design with other stakeholders' interventions?</li> <li>- Were the project actions coherent with the needs gathered among the beneficiaries/entrepreneurship before the project design?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>- How significant is the effect (results and impacts) of the overall project and of each action compared to the cost and resources</li> </ul>

	<p>spent? And with regards to the timeframe?</p> <ul style="list-style-type: none"> <li>- To what extend has the project succeeded in supporting the work of the grantees?</li> <li>- To what extend has the project contributed to strengthening France's cooperation in entrepreneurship strategy in South Africa?</li> <li>- To what extend has the project contributed to making France's commitment to the promotion of <u>the place of women in entrepreneurship</u> more visible in South Africa?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>- Was the overall project managed efficiently? Are the management costs reasonable?</li> <li>- How well were the project resources spent – by the French Embassy, and by each grantee?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>- What has been the project's impact on: <ul style="list-style-type: none"> <li>1) the target groups (grantees, business developers, entrepreneurs and final beneficiaries of each supported project);</li> <li>2) the image and attractivity of France (impact of the communication plan)</li> </ul> </li> <li>- To what extend has the project contributed to improving cooperation and synergies between the French Embassy and the grantees; between the grantees themselves; between the French Embassy and other operators ?</li> </ul>
- Sustainability	<ul style="list-style-type: none"> <li>- What lasting effects can be identified (positive and negative) – from the whole project ?</li> <li>- Has the project contributed to structural / organizational improvements for the grantees?</li> </ul>

### 4.3. Conclusions, lessons learned and recommendations

Here the evaluator will present the main conclusions of the assessment conducted according to the evaluation questions, and draw the key lessons and strategic learnings from the evaluation, for instance (but not limited to):

- the added value of the project for South African entrepreneurship network
- the added value of the project to contribute to France's and South Africa's bilateral cooperation priorities;
- findings and lessons regarding the management and the means allocated to the project

The evaluator will also formulate strategic and operational recommendations to be considered by the French Ministry of Europe and Foreign Affairs with regards to:

- The need for continued support to South Africa and Lesotho innovation programs and cooperation with France through regular cooperation funds and / or similar funding mechanism (Solidarity Fund for Innovating Projects);
- The sectors / issues for which the French Embassy could best leverage its funding and interventions;
- The target groups for future funding opportunities;
- Types of activities, including grantee interventions and communication activities, that would maximize the effect of similar funding opportunities;
- How to build on the work to date, and strengthen the French Embassy's interventions for more systemic impact;
- Complementarity with the programs supported by AFD, the Delegation of the European Union and other EU Members States in South Africa.

## 5. Methodology

### 5.1. Key principles

The principles underpinning the approach to the evaluation are:

- Impartiality and independence of the evaluation process from the programming and implementation functions;
- Credibility of the evaluation, through the use of appropriately skilled and independent experts and the transparency of the evaluation process, including dissemination of results to the relevant stakeholders;
- Participation of the relevant stakeholders in the evaluation process, to ensure different perspectives and views are taken into account; and
- Usefulness of the evaluation findings and recommendations, through timely presentation of relevant, clear and concise information to decision-makers.

### 5.2. Methodology

The evaluation will be carried out using a desk review, interviews (phone / in-person) and field visits, as relevant and as permitted by the budget. The proposed methodology for the evaluation will be subject to the approval of the French Embassy.

The desk review should cover the following documents:

- project plan and budget (including amendments if applicable);
- documents and materials produced throughout the project;
- evidence of activities and results collected by the project, including interim reports, minutes of project meetings, mission reports, any other supporting document (including financial), etc.
- any other relevant documentation.

The Evaluator(s) are expected to engage with the relevant Embassy staff members, the project grantees and any other project stakeholders as relevant, including intended final beneficiaries as and when possible. The evaluation should build on interviews with them not only to collect information and insights, but also to make (collective) sense of and understand the following:

- the stakeholders' engagement in the process, how it has been promoted and how it fits with their own work/aims;
- the difficulties they have faced, in any, to engage in the project (internal and external);
- their perspectives on the issues;
- the capacity, awareness, relationships and resources developed during their engagement with the project and what they have been able to do with that.

Bidders are requested to explain how they propose to collect information from the various stakeholders.

### 5.3. Data availability

The Evaluator(s) will have access to the following information:

- Project description, budget, as amended if applicable;
- Contractual agreements between the French Embassy and the project grantees;
- Financial reports reflecting project spend;
- Training reports and any other reports, vidéo compiled by the Attaché for Innovation
- Narrative and financial interim project reports from the project grantees;
- Mission reports when available;
- Communication materials.

## 6. Management

This evaluation is commissioned by the Cooperation and Cultural Action Department (SCAC) of the Embassy of France. The SCAC will be the focal point for any planning, implementation and administrative matters pertaining to the evaluation.

The Embassy will establish an Evaluation Steering Committee, whose role will be to assist with the evaluation process as and when possible, offer a diversity of views and insights on the project, and provide comments on the reports submitted by the Evaluators without prejudice to the independence of the latter.

It will comprise of (Indicative list):

- SCAC representatives : Noelle Garcin
- one representative of the university of South Africa – Ayenda Noma Director: Innovation, Technology Transfer and Commercialisation
- One representative of the Department of Science and Innovation – Khaya Sishuba
- One representative of TuksNovation – Anthon Botha.
- One representative of the Small Enterprise Development Agency- Tervern Jaftha
- One representative of the World Bank – Ganesh Rasagam - Lead Private Sector Specialist

The Committee will meet twice with the Evaluator(s), i.e. at inception and close-out stages.

## 7. Process and deliverables

The evaluation will follow a 3-stage process, with deliverables as detailed below (see also the tentative timeline in section 8 below).

All deliverables will be submitted by email to the Embassy's Attaché for Innovation, who will share them with the Evaluation Steering Committee as needed.

The Evaluator(s) shall consider the comments received without prejudice to their independence.

All deliverables will be approved by the Embassy by email.

### 7.1. Inception

This stage will serve to:

- a) clarify the expectations of the French Embassy and the scope of the evaluation;
- b) finalise the methodology and the evaluation questions.

- **Inception meeting** between the Evaluator(s) and the Evaluation Steering Committee.  
This meeting will serve to introduce the evaluation work more in details and share the documents and contact details needed for the evaluation.
- **Inception report.**  
In this report, the Evaluator(s) will recall the context and purpose of the evaluation; list out the evaluation questions, and detail the methodology and tools / means to collect the data; specify the schedule for data collection, including field visits if any; and provide a list of stakeholders to be interviewed (in-person or through calls / online communications).  
The Evaluator(s) will submit a draft inception report to the Embassy's Attaché for Development Cooperation, who will share with the Evaluation Steering Committee for review. The Evaluator(s) may be requested to submit a revised version taking into account the comments received, for approval.

### 7.2. Data collection and analysis

During this stage, the Evaluator(s) will collect the data needed for stocktaking and analysis according to the evaluation questions. This will be done through a desk review of project documents, interviews and field visits when appropriate.

- **Field visits.**  
Field visits to activities and organisations funded through the project may be carried out for data collection purposes. They will be carefully planned, taking into account the evaluation timeline and availability of the people and organisations visited.  
The Embassy's Attaché for Innovation will facilitate the organisation of field visits. The Evaluator(s) will provide the Attaché with terms of reference for each visit, and submit concise field visit reports including factual information, data obtained and challenges met.
- **Draft evaluation report** (max. 30 pages, excluding annexures).  
The draft report will include: stocktaking (see section 4.1 of the ToR), initial analysis according to the evaluation questions (see section 4.2), and an outline of the work remaining and timeline.

### 7.3. Final reporting

This stage will allow the Evaluator(s) to finalise their analysis, draw the conclusions and formulate recommendations.

- **Final evaluation report** (max. 50 pages, excluding annexures).  
The final report will be structured as follows:
  - Table of content
  - List of acronyms
  - Executive summary (2 to 4 pages)
  - Mapping of the sub-set of supported projects
  - Stocktake
  - Analysis according to the evaluation questions
  - Conclusions
  - Strategic and operational recommendations
  - Annexures: list of stakeholders interviewed and field visits conducted; data collection instruments; list of documents used for the evaluation (including websites if applicable); field visit reports; list of the Steering Committee members and dates of meetings

The report will be the sole property of the French Ministry of Europe and Foreign Affairs (MEAE). The Evaluator(s) shall not communicate, publish or use its content. The report may be shared, in full or in part, with the relevant South African authorities and with the beneficiaries.

- **Close-out meeting** with the Evaluation Steering Committee.  
This meeting will allow the Evaluator(s) to present the findings of the evaluation to the Evaluation Steering Committee, and provide an opportunity to discuss the conclusions and recommendations.

## 8. Tentative timeline

The evaluation will be carried out between 1<sup>st</sup> of August and 15<sup>th</sup> of October 2021 (unchangeable). Bidders are requested to indicate the proposed number of working days within this time period.

The tentative timeline is as follows:

	Dates or periods
Deadline for submission of tenders	25 June 2020
Selection and award of contract	30 June 2020
Inception meeting	15 July 2021
Submission of inception report	20 July 2021
Validation of inception report	26 July 2021
Submission of draft report	20 August 2021
Review of draft report by Steering Committee	15 September 2021
Submission of final report	22 September 2021
Close out meeting with Steering Committee	Week of 4 October 2021

The timeline will be reviewed and confirmed with the Evaluator(s) at inception phase, without changes to the completion deadline.

## 9. Budget

The maximum available budget for this work is EUR 11 500, all costs and taxes included.

The amount can be paid in ZAR based on the exchange rate calculated by the French Economy Ministry at the time of payment.

As of 01/06/21 ZAR 1 = EUR 0,05954

[https://www.economie.gouv.fr/dgfip/taux\\_chancellerie\\_change\\_resultat/pays/ZA](https://www.economie.gouv.fr/dgfip/taux_chancellerie_change_resultat/pays/ZA)

## 10. Additional information for bidders

- Further information about the project may be obtained from the SCAC. Requests should be addressed by email to [mathieu.becue@diplomatie.gouv.fr](mailto:mathieu.becue@diplomatie.gouv.fr) by **22 June 2021**.
- The Evaluator(s) should have knowledge and experience in the following areas:
  - Expertise and experience in designing and delivering project evaluation; experience M&E of social development and/or good governance projects would be an asset;
  - Using reviews and evaluation as a tool for lesson learning;
  - Demonstrated understanding of the business network system in South Africa and entrepreneurship dynamics;
  - Good communication skills, both orally and in writing;
  - Excellent English writing and oral skills. Understanding of French is not required but an advantage for access to project document.

## 11. Bidding process and how to apply

Interested candidates must submit the following documents/ information to demonstrate their qualifications:

- Technical proposal (max. 20 pages)
  - (i) Explain their understanding of the work and deliverables,
  - (ii) Provide a brief methodology on how they will approach and conduct the work, including a tentative schedule;
  - (ii) Explain why they are the most suitable to perform the evaluation work.
- Financial proposal, based on the template in Annexure.
- CV of all consultant(s) highlighting past experiences in similar projects/assignments.
- At least 2 references.

Interested candidates are requested to submit an electronic copy of their expression of interest/ proposal with the subject REF: "FSPI-Evaluation – *[name of Bidder]*".

Applications or questions must be submitted to [mathieu.becue@diplomatie.gouv.fr](mailto:mathieu.becue@diplomatie.gouv.fr) by **25 June 2021**.

## 12. Contract award criteria

Description	Weight	
Technical criteria		
a	Competence and experience of the team with regards to entrepreneurship / business network / cooperation	20
b	Competence and experience of the team with regards to project evaluation (data collection, analysis, recommendations)	20
c	Adherence to ToR's specifications and related requirements, clear understanding of needs and deliverables.	20
d	Robustness and relevance of the methodology	10
e	Ability to deliver Assignment within the given timeline	10
f	Communication, Writing skills and language proficiency	10
Commercial criteria		
g	Competitive fee rates and expenses in relation to the market and demonstration of value for money.	10
Total		100

## ANNEXURE – FINANCIAL PROPOSAL GUIDELINES

Please provide de following information, as applicable:

Daily rate (in ZAR)	Expert name 1	Expert name 2	Expert name 3

Description	Number of days	Total nb of days	Amount (in ZAR)
<b>1 – Inception phase</b>			
<b>Sub-total (1)</b>			
<b>2 – Data collection and analysis</b>			
<b>Sub-total (2)</b>			
<b>3 – Final submission</b>			
<b>Sub-total (3)</b>			
<b>4 – Other costs</b>			
<b>Sub-total (4)</b>			
<b>TOTAL</b>			