



**AMBASSADE
DE FRANCE
EN AFRIQUE DU SUD,
AU LÉSOTHO
ET AU MALAWI**

*Liberté
Égalité
Fraternité*

TERMS OF REFERENCE

External evaluation of the project

“Supporting feminist organisations for gender-based violence prevention and economic empowerment of rural women in South Africa and Lesotho”.

1. Rationale

The Embassy of France in South Africa is inviting bids for the external evaluation of the project “Supporting feminist organisations for gender-based violence prevention and economic empowerment of rural women in South Africa and Lesotho” (original French title: “*Appui aux organisations féministes pour la prévention des violences basées sur le genre et l'autonomisation économique des femmes rurales en Afrique du Sud et au Lesotho*”).

The project started in 2021 and will be fully completed in December 2022. The evaluation foreseen in the project plan will cover all activities undertaken until September / October 2022, and will be managed by the Cooperation and Cultural Affairs 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 South African civil society initiatives on issues pertaining to human rights, democratic governance and development.

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

2. Brief presentation of the project

The project “Supporting feminist organisations for gender-based violence prevention and economic empowerment of rural women in South Africa and Lesotho” aims at providing financial and non-financial support to initiatives of feminist civil society organisations pertaining to gender-based violence prevention and/or the economic empowerment of women in rural areas, both in South Africa and in Lesotho. This is a 2-year project of the *Civil Society Development Fund (CSDF)*, a grant programme implemented by the Embassy of France in South Africa since 2001, which builds on the experience and partnerships established over the years.

The current project has a budget of €600,000, and is fully funded by the French Ministry of Europe and Foreign Affairs (MEAE) through the Support Fund to Feminist Organisations¹.

The partner organisations and the initiatives supported were selected by the French Embassy through a restricted call for proposals, inviting submissions from South African and Lesothan feminist organisations

¹ <https://www.afd.fr/en/support-fund-feminist-organizations>

on the two priority issues. The call was restricted to organisations identified through a mapping exercise conducted in 2020.

Through this project, the Embassy is supporting nine organisations to implement eight initiatives (of which one is jointly implemented by two organisations) dedicated to preventing gender-based violence and/or the fostering the economic empowerment of women in rural areas. These topics are aligned with South Africa's National Development Plan Vision 2030, the priority areas for bilateral cooperation between France and South Africa and Lesotho respectively, as well as the European Union's programmes geared towards strengthening democracy and supporting civil society.

In addition to the project grants, the CSDF project offers support to the nine partner organisations for organizational and programmatic development, as well as networking and communication activities.

To date, the project has achieved the following:

- Selection and funding of eight projects spanning four South African provinces and 3 Lesothan districts. The funded projects are at various stages of advancement, due to a staggered funding schedule delays and adjustments caused by the COVID-19 lockdowns in 2021. Out of the total of € 520,314 awarded in grants, € 474,814 have been disbursed to date, and the remaining instalments are scheduled for payment between June-July 2022.
- Support to organizational and programmatic development: € 39 481 have been granted to date to support the nine partner organisations with self-identified organizational and programmatic development (ranging from trainings to purchase of office equipment, to revamping of communication tools), out of a budget of € 53,100.
- Networking: an event on the theme '*Gender inequality and violence in South Africa: What can feminist organisations do, and is it enough?*' was organized in February 2022 together with three of the partner organisations (Cape Town). A partners' meeting with representatives of the nine grantees is planned on 23-24 June 2022 in Johannesburg, to take stock, reflect on common issues and trends, and consider ways forward for feminist organisations in South Africa and Lesotho.
- Ongoing follow-up of the projects, including face-to-face and online inception meetings with all grantees, monitoring visits to seven projects, technical support to and regular liaison with the grantees;
- Communications: support to radio interventions by four grantees; development of communication material on funded project and subject matter (videos, articles, social media posts). € 4 505 have been spent to date.

3. Purpose of the evaluation

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

3.1. Assess the CSDF project to date, looking at both the overall project and the eight supported projects particularly:

- take stock of the activities implemented and results achieved, against the CSDF 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;

Due to the number of supported projects to be considered in this exercise, the evaluation of the sub-set of supported CSO projects is not expected to be extensive. The level of details to be investigated will be agreed upon from the onset of the evaluation.

3.2. 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 engagement with civil society on the promotion of human rights and governance in South Africa.

4. Services requested

4.1. Stocktaking

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

- a brief descriptive account of the activities implemented, the financial execution and the governance of the project as a whole and the sub-set of eight supported CSO projects.

The Evaluators will document and explain any departure from the planned activities and expected results. Doing so, he/she will be mindful to identify all context-specific events and circumstances that may have had an incidence on project implementation and 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	<ul style="list-style-type: none">- Was there a need for the project interventions; i.e. for the support to south African and Lesothan feminist organisations as envisaged by the French Embassy?- Are the focus areas for CSO support relevant to the current South African and Lesothan context? Are they relevant to the bilateral cooperation strategy between France and South Africa and Lesotho respectively, to France's international cooperation strategy in general, and to France's international strategy for gender equality?- What do South African and Lesothan CSOs actually need in order to strengthen GBV prevention and economic empowerment of women in rural areas?- Was each supported CSO project relevant to the problems identified, the needs of their beneficiaries? Were they compliant with the requirements of the MEAE's Support Fund for Feminist Organisations?- Where the means and strategy of the overall project adequate to achieve the proposed objectives, and with regards to the needs identified?- Were the lessons learned from previous similar funding programmes (particularly, 2019-2020 CSDF project) integrated in the design of this project?- Has the French Embassy factored in lessons learned from the COVID-19 crisis?- Which unmet needs have been identified in relation to the project that would be relevant for the project to consider addressing?
Coherence	<ul style="list-style-type: none">- 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

	<p>other EU member states?</p> <ul style="list-style-type: none"> - What have been the limitations to fostering such coherence and complementarity? - Was each supported CSO project coherent in design - action plan, consistency with other stakeholders' interventions?
Effectiveness	<ul style="list-style-type: none"> - To what extent was the overall project, and each supported CSO project, implemented according to the initial plans? - To what extent has each supported CSO project achieved their results? - How well were the project resources spent – by the French Embassy, and by each grantee? Did the grantees secure the co-funding as per requirements? - To what extent has the project succeeded in supporting the work of the grantees (CSOs)? - To what extent has the project contributed to strengthening France's civil society engagement strategy in South Africa? - To what extent has the project contributed to making France's commitment to the promotion of Human Rights more visible in South Africa?
Efficiency	<ul style="list-style-type: none"> - How significant is the effect (results and impacts) of the overall project and of each supported CSO project compared to the costs and resources spent? And with regards to the timeframe? - Was the overall project managed efficiently? Are the management costs reasonable? Were the French Embassy's management, follow-up and verification processes adequate? - Were the resources spent efficiently – by the French Embassy, and by each grantee?
Impact	<ul style="list-style-type: none"> - What has been the project's impact on: <ul style="list-style-type: none"> 1) the target groups (grantees; final beneficiaries of each supported CSO project); and 2) the two priority areas identified? - To what extent 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 (including the AFD)? - To what extent has the project helped the grantees (CSOs) strengthen their capacity to monitor, analyze, advocacy and influence decisions pertaining to human rights, access to basic services and developmental issues in South Africa?
Sustainability	<ul style="list-style-type: none"> - What lasting effects can be identified (positive and negative) – from the whole project and the sub-set of supported CSO projects? - Has the project contributed to structural / organisational improvements for the grantees (CSOs)? - What permanent systemic changes are there to ensure continued and meaningful CSO contribution to social dialogue, citizen participation in local implementation of public policy, and the promotion of the rights of the most vulnerable sections of the population?
Gender	<ul style="list-style-type: none"> - To what extent did the project succeed in including gender perspectives across the various CSO projects supported? - To what extent has the project contributed to greater gender-responsiveness in the French Embassy's civil society engagement interventions? And the grantees' interventions?

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 civil society organisations;
- the added value of the project to contribute to bilateral cooperation priorities between France and South Africa and Lesotho respectively;
- findings and lessons regarding the management of 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 African and Lesothan civil society through a similar funding mechanism (Civil Society development Fund of the French Embassy);
- 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 civil society support programmes of the AFD, the Delegations of the European Union and other EU Members States in South Africa and in Lesotho.

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;
- Grant selection process documentation;
- Contractual agreements between the French Embassy and the project grantees;
- Financial reports reflecting project spend;
- Project reports compiled by the Attaché for Cooperation Development;
- 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 SCAC representatives one representative of the Agence Française de Développement (French Development Agency, AFD) and one representative of the Delegation of the European Union to South Africa.

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 Development Cooperation, 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 Development Cooperation will help with 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 CSO 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.

- **A summary** of the validated final report (max 5 pages), using the template provided by the Embassy:
 - Summary of the evaluation and analysis
 - Main findings
 - Strategic and operational recommendations

The report and the summary 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 1st of September and 30th of October 2022. 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	04 July 2022
Selection and award of contract	22 July 2022
Inception meeting	1 st week of September 2022
Submission of inception report	11 September 2022
Validation of inception report	18 September 2022
Submission of draft report	09 October 2022
Review of draft report by Steering Committee	16 October 2022
Submission of final report	23 October 2022
Close out meeting with Steering Committee	Week of 24-30 October 2022

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 15 000, all costs and taxes included.

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

As of 01/06/2022 ZAR 1 = EUR 0,05971.

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 noelle.garcin@diplomatie.gouv.fr by **27 June 2022, COB**.
- 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 governance structures in South Africa and Lesotho, and of civil society 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: "CSDF Evaluation – [name of Bidder]".

Applications must be submitted to noelle.garcin@diplomatie.gouv.fr by **04 July 2022, COB**.

12. Contract award criteria

Description	Weight
Technical criteria	
a	Competence and experience of the team with regards to civil society / governance public policy / human rights / gender. 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)
1 – Inception phase					
Sub-total (1)					
2 – Data collection and analysis					
Sub-total (2)					
3 – Final submission					
Sub-total (3)					
4 – Other costs					
Sub-total (4)					
TOTAL					