



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

*Liberté
Égalité
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TERMS OF REFERENCE

**External evaluation of the project
“Digital platform project dedicated to the South African Cultural and Creative
Industries:
IQOQO”.**

1. Rationale

The Embassy of France in South Africa is inviting bids for the external evaluation of the project Digital platform project dedicated to the South African Cultural and Creative Industries: IQOQO, **Art & creative industries digital platform** (original French title: “Projet de plateforme numérique dédiée aux Industries Culturelles et Créatives sud-africaines: « IQOQO »”).

The project started the 9th June 2022 and will be fully completed on the 15th march 2024. The evaluation foreseen in the project plan will cover all activities undertaken until June 2022 and September 2023, and will be managed by the consultant agency.

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 in favor of the strengthening of Cultural and Creative Industries (CCI) in South Africa, of South African CCI professionals of the 9 sectors cover by IQOQO: fashion, museums, film, animation, visual arts, design, video games, virtual reality and architecture.

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

2. Brief presentation of the project

The project Digital platform project dedicated to the South African Cultural and Creative Industries: “IQOQO” aims at providing a reference platform for the Cultural and Creative Industries in South Africa, for French and international partners. This is a 2-year project Solidarity Fund for Innovative Projects, civil societies, Francophonie and human development (FSPI), a grant programme implemented by the French Minister of Europe and Foreign Affairs. This instrument supports initiatives in the areas of democratic governance, culture, French, higher education and research.

The current project has a budget of €238 685 and is fully funded by the French Ministry of Europe and Foreign Affairs (MEAE) through the Support Fund of FSPI Project.

This fund is for objective to make IQOQO a lever for inclusive local development but also for cooperation and developpement of projects between South Africa and international partners. The platform aims to give a strong visibility to South African actors, especially those under 35 and women, to allow the development of business opportunities and cooperation.

The project main objectives are:

- Identify and map the players in 9 sectors of the South African cultural industries: fashion, museums, film, animation, visual arts, design, video games, virtual reality and architecture.
- Provide general background on CCIs in South Africa and resources for each of these sectors.
- Develop an online programming component that will allow for the delivery of webinars, project presentations, and provide direct linkages between stakeholders;

- Design and implement the governance of the platform with South African partners to ensure its sustainability.

To date, the project has achieved the following:

- establishing the governance of the project: creation of a steering committee and a technical committee,
- designing and developing the platform including the mapping tool and a videoconferencing, platform allowing online exchanges and the implementation of virtual events,
- collecting the data of 9 sectors
- establishing a communication, strategy and timeline for the promotion of the platform, to professionals and institutions and for the governance of the project with partner,
- delivering the communication kit,
- launching an online programme of the platform and organize training sessions of the tool,

Work in progress:

- writing the content: census of the actors, resources on the local context,
- promoting the tool to as many people as possible,
- mobilizing new partners,
- launching an online programme of the platform and organize training sessions of the tool,

3. Purpose of the evaluation

This evaluation serves to mutually reinforce objectives: accountability and learning. Indeed the purpose is twofold:

3.1. Assess the IQOQO project to date, looking at both the overall project and different tools providing by the platform

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

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 of the strengthen of CCI in South Africa and to South African CCI professionals.

3.3. Assess the IQOQO perspective:

- Assess the IQOQO goals after the end of the FSPI in 2024 including the evolution with the FAEC funds and in line with the continuity of the relationship established with French Institute of South Africa.
- Establish recommendation to assess the IQOQO potential to become an incubator for cultural entrepreneurship 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 IQOQO project.

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.

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Evaluation criteria	Evaluation questions
Relevance	<ul style="list-style-type: none"> • To what extent the platform integrates the evolution of the data collect? • To what extent the platform is standing out for South African CCI professional? • To what extent the data collection includes all experts from each CCI categories and insure its extension in South Africa? • To what extent IQOQO Map is relevant for both south African professionals and international professionals? • To what extent IQOQO content (events, articles, training etc) impact CCI users ? • To what extent IQOQO communication success to spread to each CCI sectors? and allow South African CCI development? • To what extent IQOQO is empowering South African professional in each CCI sectors?
Coherence	<ul style="list-style-type: none"> • How is composed the founding of decision-making bodies and do they include local experts from each of the respective CCI categories? • Does this conduct is fully in line with Sustainable Development Goals and transparency goals? • How the project is led by South African partners? • What is the governing structure and how the roles and responsibilities, are defined? • How IQOQO will be established a clear pathway through which local partners can provide feedback and communicate with steering committees? • How IQOQO is including a financial evaluation of the platforms current operating costs with estimates for the future? • To what extent the proposal of business model is sustainable for IQOQO's future?
Effectiveness	<ul style="list-style-type: none"> • To what extent was the overall project implemented according to the initial plans/objectives? • To what extend IQOQO succeed to reach their results? • How well were the project resources spent by the French Embassy? • To what extend has the project succeeded in supporting the CCI development in South Africa? • To what extend has the project contributed to strengthening French cooperation strategy with South Africa? • To what extend has IQOQO platform contributed to structure, to map and to connected South African professional of the 9 sectors of CCI?
Impact	<ul style="list-style-type: none"> • To what extent the project remains in line with SDGs, demographic data such as gender, youth (people under 40) and geographic location? • To what extent the project takes in count and represented all the provinces in South Africa ? • Which is the impact of the articles and events run directly through the platform on the promotion of the SDGs, women and youth? • How does the platform encourage the support of local, regional, and international partnerships? • Is the platform identifying potential incorporation of future regions currently not well represented on the platform? • How the 12 training sessions have strengthened the partnerships? • How IQOQO will foster exchanges between local and international partners, (specifically European partners)?

Sustainability	<ul style="list-style-type: none"> • What lasting effects can be identified (positive and negative) – from the whole project on the CCI sectors? • What lasting effects can be identified (positive and negative) – from the whole project on the CCI actors? • Has the project contributed to structural / organizational improvements for the ICC sectors in South Africa?
Gender	<ul style="list-style-type: none"> • To what extent did the project succeed in including gender perspectives across the CCI projects registered? • To what extent did the project succeed in including gender perspectives across the beneficiaries? • To what extent the platform IQOQO is promoting gender equality in CCIs and how?

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 CCI professionals;
- the added value of the project to contribute to bilateral cooperation priorities between France and South Africa 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 support to South African CCI professionals through a similar funding mechanism;
- The sectors CCI / 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 CCI support programmes of the AFD, the Delegations 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;
- 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 partners;
- Financial reports reflecting project spend;
- Project reports compiled by the Cultural Attaché and by the Audiovisual Attaché;
- 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 and the French Institute of South Africa (IFAS). The SCAC/IFAS will be the focal point for any planning, implementation and administrative matters pertaining to the evaluation.

The evaluator will report his progress and final evaluation to the steering committee members of IQOQO. 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 Cultural and Audiovisual Attachés of IFAS 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 SCAC/IFAS 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 Cultural and Audiovisual Attachés of IFAS , 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.

➤ **Meetings.**

Field visits to activities and partners 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 Cultural and Audiovisual Attachés will assist with the organisation of the meetings. The Evaluator(s) will provide the Attachés 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)
- 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** dedicating to the presentation of the evaluation to the 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 2023. 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	16 June 2023
Selection and award of contract	26 June 2023
Inception meeting	1 st week of July 2023
Submission of draft report	30 September 2023
Review of draft report by Steering Committee	16 October 2023
Submission of final report	23 October 2023
Close out meeting with Steering Committee	Week of 24-30 October 2023

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

As of 01/05/2023 : ZAR 1 = EUR 0,0496400000.

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 corentin.crapart@frenchinstitute.org.za by **06 June 2023**.
- 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 ICC projects and area would be an asset;
 - Using reviews and evaluation as a tool for lesson learning;
 - Demonstrated understanding of the ICC in South Africa and its 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 IQOQO Evaluation – *[name of Bidder]*”.

Applications must be submitted to corentin.crapart@frenchinstitute.org.za by **16 June 2023**.

12.Contract award criteria

Description		Weight
Technical criteria		
a	Competence and experience of the team with regards to CCI	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