



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

*Liberté  
Égalité  
Fraternité*

## **TERMS OF REFERENCE**

### **External evaluation of the project**

#### **“Innov4Good: innovation for better governance and socio-economic development”**

### **1. Rationale**

The Embassy of France in South Africa is inviting bids for the external evaluation of its project *“Innov4Good: innovation for better governance and socio-economic development”*.

The project was launched in March 2024, and will be completed by end of 2026 (last activities by May 2026, administrative closure in November). The evaluation will cover all activities undertaken until May 2026, and will be overseen by the Cooperation and Cultural Affairs Department of the Embassy of France (SCAC) based in Pretoria.

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 pertaining to the Embassy of France.

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

### **2. Brief presentation of the project**

#### **2.1 Context and objectives**

Implemented over two years in South Africa and Malawi, the project emerged in response to persistent governance deficits and deep socio-economic inequalities in both countries, despite their very different levels of economic development.

In South Africa, challenges such as weak public accountability, limited citizen engagement, and digital exclusion continue to hamper efforts at inclusive governance, while Malawi grapples with chronic poverty, institutional fragility, and limited access to basic public services. Both countries have committed to the principles of the Open Government Partnership (OGP), though with uneven performance and varying degrees of institutional follow-through. Additionally, while civic and social innovation ecosystems exist in both contexts, they remain under-supported and under-connected (particularly in Malawi) and often lack integration into public governance frameworks.

Regarding social innovation, these countries present substantial, yet underutilized, potential for innovation. By emphasizing social innovation and social entrepreneurs the project aims to support new approaches tailored to local realities, foster the emergence of innovative actors, and strengthen inclusive practices that contribute to more

equitable and sustainable socio-economic development. This focus also allows for the promotion of French expertise in an emerging and strategic area of bilateral cooperation.

In this context, *Innov4Good* was conceived as a dual-purpose initiative to (1) support the implementation and revitalisation of national OGP action plans through civil society innovation and peer learning, and (2) Foster inclusive socio-economic development through support to social innovation.

The overarching objective is to support innovation (understood not only as technological progress but also as new social practices, organisational models, and civic tools) as leverage to improve governance and contribute to more equitable development outcomes.

The project further aims to build bridges between actors who do not typically work together, including governments, civil society organisations, startups, research institutions, and international partners. It is also designed to foster cooperation between France and its African partners, while positioning French expertise in the field of civic technology, public innovation, and democratic governance.

## **2.2 Activities and state of advancement**

### **Activity 1.1. Exchange of best practice and expertise in areas of mutual interest to France, South Africa, and Malawi, within the context of implementing their respective OGP action plans**

The French Embassy has so far supported several panel discussions at the #UnderTheHood conference, organised by WITS University in partnership with the African Union's Civic Tech Africa network. One of the highlights was the participation of the French Ambassador to South Africa, himself the former coordinator of the Paris Open Government Summit 2016, and the participation with another French civic tech expert from the French Development Agency (AFD), was invited to take part in the discussion in an exchange with leading figures in Open Government in South Africa, including Rhodes University's Public Service Accountability Monitor (PSAM).

### **Activity 1.2. Support for up to three innovative initiatives that seek to improve the accessibility and transparency of public data**

The Embassy of France is currently supporting three projects, after having received over 100 applications:

- **WaterCAN (South Africa):** This project creates a digital map where local communities and civil society can report leaks and quality issues in their areas. The map shows where issues are happening, helping people push for fixes and making sure local governments are held accountable.
- **Parliamentary Monitoring Group (South Africa):** A digital dashboard makes it easy for ordinary citizens to see what Parliament (committees) is doing about urban issues - water, electricity, and housing.

- PumpAid (Malawi): This project helps communities and local governments take charge of their water supply. Local water committees use simple tools to check if water points are working, report problems, and make sure repairs happen.

### **Activity 2.1. Organisation of a multi-stakeholder panel linking South African, Malawian and French actors in social innovation**

Two workshop-debates were organised: one in South Africa during the Social Innovation Indaba Summit, and another in France, in Marseille, during the Emerging Valley Summit. These workshops brought together South African, Malawian and French stakeholders (including representatives from the Embassy) entrepreneurs, entrepreneurial support organisations (ESOs), universities, and foundations to explore and discuss the potential of social innovation.

### **Activity 2.2. Support initiatives aimed at fostering inclusive socio-economic development**

A call for proposals was launched to identify innovative actors and projects. Following the selection process, that included a public pitch opportunity at Cape Town, three organisations were chosen to receive direct support: AI Diagnostics (health), Samanjalo (circular economy), and Small Farms Cities (cities/inclusion - Malawi). These included both digital technology-based initiatives (such as civic tech) and non-technological innovations. The selected organisations received targeted support to strengthen their capacity to deliver sustainable impact. They also formed part of a delegation to France for the ChangeNOW Summit, where they were able to showcase their innovations and create valuable partnerships.

## **3. Purpose of the evaluation**

This evaluation seeks to enable accountability and learning. The evaluation should:

### **3.1. Assess the project to date, particularly:**

- take stock of the activities implemented and results achieved, taking into account the project plans and indicators;
- determine the relevance of the project's logic and interventions, their efficiency, effectiveness, impact and sustainability;

The level of detail to be examined will be agreed further down the line.

### **3.2. Draw lessons from the 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 South African and Malawian civil society. .

## **4. Services requested**

### **4.1. Stocktaking**

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

- a brief descriptive account of the activities implemented, the financial execution and the governance of the project.

The evaluator will document and explain any departure from the planned activities and expected results. Doing so, they will be mindful to identify all context-specific events and circumstances that may have had an effect on the project's implementation and achievements;

- a report on the actual implementation strategy and the way this was carried out.

#### 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 (non-exhaustive)
Relevance	<ul style="list-style-type: none"> <li>- Are the intervention areas relevant to South Africa's current OGP plan? Are they relevant to the bilateral cooperation strategy between France and South Africa, to France's international cooperation strategy in general, and to France's international strategy and commitments regarding SDGs ;</li> <li>- Were the interventions in line with the needs of South African and Malawian stakeholders in order to strengthen transparency and accountability as well as positively impact the social innovation ecosystem ?</li> <li>- Were the stakeholders identified and engaged through the project relevant?</li> <li>- Were the lessons learned from previous funding programmes of the Embassy integrated in the design of this project?</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?</li> <li>- What have been the limitations to fostering such coherence and complementarity (external coherence)?</li> <li>- Were the project interventions coherent with one another (internal coherence)?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>- To what extent was the project implemented according to the initial plan?</li> <li>- To what extent has the project achieved the expected results?</li> <li>- What was the impact on local communities?</li> <li>- How well were the project resources spent - by the Embassy of France, and by project grantees?</li> <li>- To what extent has the project contributed to the strengthening of South Africa's and Malawi's open governance and social innovation ecosystem ?</li> <li>- To what extent has the project contributed to developing relations between the Embassy of France and South African and Malawian stakeholders?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>- How significant is the effect (results and impact) of the project in relation to the costs and resources used? And with regard to the timeframe?</li> <li>- Was the overall project managed efficiently? What about the management costs? Were the Embassy's management, follow-up and verification processes adequate?</li> </ul>

	- Were the resources spent efficiently – by the Embassy, and by each grantee?
Impact	What has the project's impact been on 1) the target groups; and 2) the broader areas targeted by the interventions i;
Sustainability	- What lasting effects can be identified (positive and negative) from the whole project? - Where relevant, were citizens empowered through the project? Did the project reinforce democratic and inclusive decision-making? - What permanent, systemic changes can be identified as a result of the project interventions? - Do the methodologies and innovations developed have the potential to be replicated in other projects?
Gender	- To what extent did the project succeed in being gender-responsive across the various interventions? - To what extent did the project succeed in addressing interconnections between gender inequalities and open governance? - To what extent did the project succeed in reaching women as final beneficiaries?

#### 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 and Malawian stakeholders and the local communities;
- the added value of the project in contributing to cooperation priorities between France and South Africa and France and Malawi;
- 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 improvement of cooperation on OGP engagements;
- The sectors / issues for which the Embassy of France could best leverage its funding and interventions;
- Potential target groups for future cooperation and funding opportunities;
- Types of 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 South African and Malawian public interventions in the field;
- Complementarity with interventions from AFD and other donors .

## 5. 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 evaluator will present the final evaluation to the steering committee members of the project. The Committee will meet once with the evaluator at close-out stage.

The steering committee is composed by:

- Cecelia Kok, Development Cooperation Attaché for the French Embassy
- Adeline Sang, Secretary-General of SCAC for the French Embassy
- Rashaad Ali, Executive Director of the Parliamentary Monitoring Group
- Ferial Adams, Executive Director of WaterCAN
- Phillip Chidawati, Country Director of PumpAid Malawi
- Geoffroy Berson, Innovation Attaché for the French Embassy
- Christine Taphel, CEO of RLabs
- Itumeleng Dhlamini, Head of Programmes at SAB Foundation

## 6. Methodology

### 6.1. Key principles

The principles underpinning the approach to the evaluation are:

- Impartiality and independence of the evaluation process from the programming and implementation of the project;
- Credibility of the evaluation, through the use of appropriate skills and independent expertise and
- Transparency of the evaluation process;
- 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.

### 6.2. Methodology

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

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 throughout the project, including interim reports, minutes of project meetings, event signature lists, event programmes, travel reports, procurement documentation, quotations, invoices, proofs of payment, any other supporting document, etc.
- any other relevant documentation.

Should the evaluator require the use of digital translation tools, only European solutions such as [DeepL](#) or the generative AI “[Le Chat](#)” by Mistral will be allowed to translate Embassy documents.

The evaluator is expected to engage with the relevant Embassy staff members and any project stakeholders when relevant. The evaluation should build on interviews with Embassy staff not only to collect information and insights, but also to make (collective) sense of and understand the following:

- the stakeholders’ engagement in the process;
- the difficulties faced (internal and external);

*their perspectives on the issues;*

- the capacity, awareness, relationships and resources developed during the the project and how this has been used

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

There are diverse stakeholders and thus these should be addressed by using different methodologies (field visits, collective or individual interviews, videocalls etc):

- Staff members from partner organisations ;
- Community members, where relevant;
- OGP stakeholders

### 6.3. Data availability

The evaluator will have access to the following information:

- Project description, budget, as amended if applicable;
- Contractual agreements between the Embassy of France and the project partners;
- Financial reports reflecting project spend;
- Project reports compiled by the Attachés for Cooperation Development and Innovation and/or the relevant Project Officers;
- Narrative and financial interim project reports from the project partners;
- Travel reports where relevant;
- Communication materials
- Financial documentation (e.g. procurement documentation, quotations, invoices, proofs of payment)

## 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 Attachés for Development Cooperation and Innovation.

The evaluator shall consider the comments received from the Embassy of France 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 and the Embassy of France  
This meeting will serve to discuss the scope of the evaluation in more detail and share the documents and contact details needed for the evaluation.
- **Inception report**  
In this report, the evaluator will recall the context and purpose of the evaluation; list 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 (where possible in-person, otherwise through calls / online communication).  
The evaluator will submit a draft inception report to the Embassy's Attachés for Development Cooperation and Innovation. The evaluator 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 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 relevant projects and organisations should be carried out for data collection purposes where logistically and budgetarily feasible (they must be budgeted for by the evaluator). They will be carefully planned, taking into account the evaluation timeline and availability of the relevant people and organisations.

The evaluator 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 to complete the latter.

## 7.3. Final reporting

This stage will allow the evaluator to finalise their analysis, draw conclusions and formulate recommendations.

### ➤ **Final evaluation report** (max. 50 pages, excluding annexures)

The final report will be structured as follows:

- Table of contents
- List of acronyms
- Executive summary (2 to 4 pages)
- Mapping of the sub-set of supported CSO projects
- Stocktaking
- 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 shall not communicate, publish or use its content.

### ➤ **Close-out meeting** with the steering committee.

This meeting will allow the evaluator to present the findings of the evaluation to the steering committee, and provide an opportunity to discuss the conclusions and recommendations.

## 8. Tentative timeline

The evaluation will be carried out between 15 October 2025 and 24 October 2026. 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 September 2025
Selection and award of contract	30 September 2025
Inception meeting	15 October 2025
Submission of draft inception report	15 January 2026
Validation of inception report	30 January 2026
Submission of draft final report	01 September 2026
Review of draft report by the Embassy	08 September 2026
Submission of final report	01 October 2026
Close out meeting with steering committee	Week of 20 October 2026

The timeline will be reviewed and confirmed with the evaluator 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.

Tenders should be market-related and reasonable.

The contract will be in EUR, but can be paid out in ZAR at the exchange rate calculated by the French Economy Ministry at the time of payment.

EUR / ZAR : [https://www.economie.gouv.fr/dqfip/taux\\_chancellerie\\_change\\_resultat/pays/ZA](https://www.economie.gouv.fr/dqfip/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 [martin.deramond@diplomatie.gouv.fr](mailto:martin.deramond@diplomatie.gouv.fr).
- The evaluator should have knowledge and expertise/experience in the following areas:
  - design and delivery of project evaluation; experience in M&E of social development and/or governance and innovation projects would be an asset;
  - Using reviews and evaluation as a tool for learning;
  - Demonstrated understanding of the governance structures and the innovation ecosystem in South Africa and Malawi;

- Excellent communication skills, both orally and in writing;
  - Understanding of French is not required but an advantage since pivotal project documents are in French
- Further information about the project may be obtained from the SCAC. Requests should be addressed by email to [martin.deramond@diplomatie.gouv.fr](mailto:martin.deramond@diplomatie.gouv.fr).
  - The evaluator should have knowledge and expertise/experience in the following areas:
    - design and delivery of project evaluation; experience in M&E of social development and/or governance projects would be an asset;
    - Using reviews and evaluation as a tool for learning;
    - Demonstrated understanding of the governance and innovation structures in South Africa and Malawi;
    - Excellent communication skills, both orally and in writing;

## 11. Bidding process and how to apply

Interested candidates must submit the following documents/ information:

- **Narrative 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 conduct the evaluation
- **Financial proposal**, based on the template in Annexure
- CV of relevant 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 email subject REF: "Innov4Good – *[name of Bidder]*".

Applications must be submitted latest **by 25 September 2025, COB**.

## Contract award criteria

Description		Weight
Criteria		
a	Competence and relevant experience	20
b	Competence and experience with regard 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
g	Competitive fee rates and expenses in relation to the market and demonstration of value for money	10
Total		100

## ANNEXURE – FINANCIAL PROPOSAL

Please provide the following information:

Daily rate (specify the currency)	Expert name 1	Expert name 2	Expert name 3

Description	Number of days			Total number of days	Amount (in CURRENCY)
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					