



International Labour Organization

iTrack

Evaluation

ILO EVALUATION

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- **Name of internal evaluator :** M. Ameer Redha
- **ILO Administrative Office:** DWT/CO Pretoria
- **ILO Technical Backstopping Office:** DWT/CO Pretoria
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- **Evaluation Manager:** M. Kerry Krige
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

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Acronyms

CTA	Chief Technical Advisor
DFIs	Development Finance Institutions
DTI	Department for Trade and Industry
EDD	Economic Development Department
GoF	Government of Flanders
IDC	Industrial Development Corporation
ISC	Inter-governmental Steering Committee
ILO	International Labour Organization
MECs	Members of the Executive Council
MoU	Memorandum of Understanding
NACTU	National Council of Trade Unions
NASASA	National Stokvel Association of South Africa
NEDLAC	National Economic Development and Labour Council
NGOs	Non-government organisations
NSE	Network for Social Entrepreneurs
NT	National Treasury
SDGs	Sustainable Development Goals
SEED	Social & Environmental Enterprise Development
SEF	Social Enterprise Fund
SEFA	Small Enterprise Finance Agency
SEP	Social Economy Policy
SEPU	Social Economy Policy Unit
SSE	Social & Solidarity Economy
ToC	Theory of Change

Executive summary

Background & Context

Summary of the project purpose, logic and structure

The International Labour Organization (ILO) is supporting the Economic Development Department (EDD) on developing a policy that will enable the ecosystem for the social economy, allowing it to thrive. The goals identified for the project include achieving

- 1) Increased employment in the social economy;
- 2) Efficient and effective value chains within the social economy;
- 3) Policy choices informed by knowledge, research and available evidence. The immediate objective is to formulate a social economy policy framework for South Africa.

The expected key results of the project are:

- 4) Institutional mechanisms to drive and guide the social economy work;
- 5) Policy choices informed by knowledge, research and available evidence;
- 6) Strategic support on the implementation of practical interventions that create impact.

The project is targeting South Africa. The project management structure is multi-level

- 1) inter-Governmental advisory committee,
- 2) a Project Steering Committee;
- 3) an Expert Reference Panel, and
- 4) a project management unit.

Present Situation of the Project

The project is at mid-term; it achieved some significant research and consultation and developed a draft Social Economy Policy, which is now subject to provincial consultations.

Purpose, scope and clients of the evaluation

The evaluation objectives are:

- 1) Assess the implementation of the project so far;
- 2) Analyse the implementation strategies of the project;
- 3) Review the institutional set-up, capacity for project implementation,
- 4) Review the strategies for sustainability of the project,
- 5) Identify the contributions of the project to the SDGs,
- 6) Identify lessons and potential good practices for the different key stakeholders,
- 7) Provide strategic recommendations.

The scope of the evaluation covers the project from the start date in June 2017 to February 2019. The scope of the evaluation in terms of the operational area is South Africa.

The key clients of the evaluation are:

- 1) The Department of Economic Development and other government departments (eg: Department of Environmental Affairs, National Treasury, Public Works, etc),
- 2) The donor, the Government of Flanders,
- 3) Partners including the Industrial Development Corporation, Academia, Business Development Support providers, and practitioners working in / with the social economy

Methodology of evaluation

The methodology is structured on three levels;

- 1) a desk review,
- 2) data collection through survey, interviews and Webinar
- 3) a webinar (added to allow more participation from provinces other than Gauteng).

Main Findings & Conclusions

Alignment: the project is aligned to the existing National Development Plan (NDP) as well as to the New Growth Path, which names the social economy as a recognised jobs driver. The Social Economy was also named in the State of the Nation Address (SONA) 2019 of President Ramaphosa who stated that: “Government will also ensure that young people are employed in social economy jobs such as early childhood development and health care.”

The evaluation substantiates that the project is aligned with the New Growth Path plan of the Government, and is perceived by the participant to be aligned, with 91% of respondents reporting positively against this indicator. This illustrates the role that Social Economy plays/can play in delivering on the National Development Plan.

Overall assessment: The project evaluation shows a positive support of the respondent to the project; which is seen as making a contribution; assisting the country to move ahead with developing and enabling the Social Economy in South Africa. It is also clear, from the evaluation that the attempts by the team to take an inclusive approach to consultation is valued by respondents, but it is a recommendation of this report that work must continue to ensure voices are heard outside of the urban centres.

Effectiveness: 61% of the participants consider that the objectives of the project are realistic, and can be realised. Majority of the participants (84%) consider that all project objectives either are on track or slightly delayed. The below list summarises respondents’ rankings of the key results achieved by the project team to date:

- 1) A green paper (32%),
- 2) an eco-system around Social Economy (31%) and;
- 3) Studies and research (17%)

Efficiency: For 53% of the participants, the project has the appropriate technical and financial resources and for 63% of respondents the project is making strategic use of those resources. However, 21% gave negative

feedback, largely linked to the 1st year of implementation; which the implementing partners acknowledge was slow. At the operational level, around 30% of respondents suggested a review of the available technical and human resources to optimise implementation (targeting the project team and the stakeholder's forum) to benefit the project implementation and to come to an agreed division of labour.

Orientation to impact: For 71% of the participants, the project is likely to generate long-term impact, a strong response; which reinforces findings under the alignment analysis.

Comments were formulated on the way forward, which included expanding the diversity of stakeholders reached, and then encouraging greater involvement from stakeholders (eg: Parliament, private sector, etc...). Eleven percent of participants considered the draft Green Paper to be too vague, trying to please everybody and needed to be reviewed.

Sustainability: 88% of the participants indicated that either the project did not have a phase-out strategy or they were not aware of it. This flags a lack of awareness on the project structure, mechanisms and deliverables, which can be strengthened through a number of mechanisms e.g. having more stakeholders involved and then informed on the project phases and Implementation strategies.

Recommendations

Relevance:

- R1:** The Project should to commit to delivering an inclusive communications strategy, that focuses on reaching stakeholders outside of the urban centres, and which pays attention to the right holder's involvement. The leading role of local Government at provincial level onwards need also to be clarified and agreed upon.

Responsible	Priority	Time Implication	Resource implication
Project team, Steering Committee	High	Mid-term	Low

Effectiveness:

- R2:** A human rights-based approach to the project could help the project and stakeholders ensure sufficient attention and space is given to the rights owners, such as social entrepreneurs, with a specific attention to the most vulnerable groups for example. The project could consider identifying who should the social economy benefit? Once done, the project could ensure their appropriate representation at all levels of the Policy formulation and implementation.

Responsible	Priority	Time Implication	Resource implication
Project team	Medium	Short term	Low

Sustainability

- R3:** A phase out strategy, that is based on building political support and goodwill so that there is continuation after the project ends, is a recommendation to be looked at by the stakeholders, the steering committee and the project unit.

Responsible	Priority	Time Implication	Resource implication
Project Team, Steering committee and Large stakeholders	Medium	Short Term	Medium

Gender equality:

- R4:** The project may benefit from the support of a gender and / non-discrimination specialist to review the Project work plan and support the policy document to be gender sensitive.

Responsible	Priority	Time Implication	Resource implication
Project team	High	Short term	Medium

Lessons learned and good practices

Lessons learned

- 1) Intensive consultation is a positive way to have stakeholder's buy-in, but this intensive level of internal communication needs to be maintained across the project phases, to avoid the feeling from some stakeholders that some conversations are taking place outside of the stakeholder forums.

Good practises

- 1) Making use of social media and collaborative tools to organize workshops brings many interesting elements. Beyond reducing the UN footprint, it also allows more immediate data-driven conversation.
- 2) Having a team led by national Government with technical assistance from a UN agency is a very promising mechanism (if we compare with usual UN project structure), but this requires a clear division of labour and sustainability plan.

1. Context and description of the project

1.1 Context of the project

The Government of South Africa is committed to growing the potential of the social economy in South Africa, with commitments in both the New Growth Path and the National Development Plan and specifically the outcome 4 of the NDP: “Decent employment through inclusive economic growth”¹. At the United Nations level, this project is a direct contribution to the United Nations Strategic Cooperation Framework (UNSCF) priority on “Inclusive Growth and Decent work”²

At the ILO level, the project is a contribution to the South African Decent Work Country Programme (DWCP) 2018-2023 which formulation is a culmination of consultative engagements by the tripartite-plus constituents within the structures of the National Economic Development and Labour Council (NEDLAC), which is a statutory National Social Dialogue structure. More specifically, the project is a contribution to the outcome 1.2: “Enhanced reforms to labour legislation and the business regulatory environment facilitate the transition of the informal economy to the formal economy, and growth of sustainable SMEs”.³

All three levels (Government, United Nations in general and ILO in particular) indeed identifies the development of the social economy as a strategic means leading towards the creation of jobs in sustainable enterprises.

The project also builds on substantial global priorities related to the creation of decent jobs, sustainable development (particularly SDGs 1, 2, 3, 4, 5, 8, 10 and 11) and the empowerment of women and young people.

1.2 The project:

The ILO is supporting the Government of South Africa Economic Development Department (EDD) on developing a policy that will enable the ecosystem for the social economy, allowing it to thrive. The project goals identified include achieving:

- Increased employment in the social economy
- Efficient and effective value chains within the social economy
- Policy choices informed by knowledge, research and available evidence.

This project builds on several years of foundational work to strengthen and stimulate the social economy in South Africa. This includes a number of pilot projects delivered by the ILO from 2009, with funding support from the Government of Flanders, in Kwa-Zulu Natal and the Free State provinces exploring public procurement as a means

¹ <https://www.gov.za/sites/default/files/Outcome%204%20Economy%20MTSF%20Chapter.pdf>

² <http://www.un.org.za/wp-content/uploads/2017/09/UNSCF-SA-2013-17-w-signatures.pdf>

³ South Africa Decent Work Country Program 2018-2023, page 23

to stimulate the social economy; training organisations to better respond to these opportunities, and the testing of new social economy enterprise models that reduce barriers to market entry.

The Government of Flanders Development Co-operation Country Strategy (2005) included a focus on job creation through small enterprise development. In 2011 the Country Strategy focused on investment and employment, with a priority focus on social economy and social entrepreneurship. Attention was given to entrepreneurship education and skills development, business incubators and mentorship, social and green enterprises and cooperatives, as well as to the promotion of an enabling environment for SME's to start-up and develop. It is this work that is culminating in the development of a policy to enable and support the social economy ecosystem in South Africa.

The project started in June 2017, following the signing of the Memorandum of Understanding (MOU) between the Government of South Africa through the Economic Development Department (EDD), Government of Flanders and International Labour Organization (ILO). A Project Specific Agreement between the Government of the Republic of South Africa and the Government of Flanders relating to financial and technical support for the development of a social economy policy in South Africa, was signed on 21 August 2017. Funding is to both EDD and the ILO with the following allocations:

Total funds to the ILO: 912,702 € (R 13,215,925)

Total funds to EDD: 411,665 € (R 5,960,909)

Total Project funds: 1,324, 367 € (R 19,176,834)

Project milestones include the commissioning of a substantial portfolio of research work by the project team, numerous consultation sessions to stimulate engagement and input, and the commissioning of an international and local consulting consortium to write the Green Paper. The draft Green Paper was launched in February 2019, by EDD Minister Patel and ILO DG Guy Ryder at a national consultation event held in Johannesburg at the Industrial Development Corporate (IDC). This marked the beginning of the consultation process, which is anticipated to run through the majority of 2019.

2. Objectives, scope and clients of the evaluation

2.1 Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation projects accountability, learning and planning and building knowledge. Provisions are made (in all projects) in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the implementation of the project as per established procedures.

For this project, an internal mid-term evaluation and an independent final evaluation are required. This is the internal evaluation.

The evaluation should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”.

2.2 Objective and scope of the evaluation

The mid-term evaluation consists of a thorough assessment by an ILO/EVAL trained internal consultant, not linked with the project, focusing on understanding the progress to date in realising both planned and unexpected outputs towards the project outcomes and its overall impact. The evaluation collects, collates and analyses secondary data produced by the project (desktop review), and compares this with primary data, collected through an online survey, interviews and a webinar.

The evaluation objectives are:

- 1) Assess the **implementation of the project** so far, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
- 2) **Analyse the implementation strategies** of the project with regard to their potential contribution in achieving the project outcomes; including unexpected results.
- 3) **Review the institutional set-up**, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
- 4) **Review the strategies for sustainability** of the project – what is the likelihood of the work continuing, once the project will be completed in June 2020.

- 5) Identify the **contributions of the project to the SDGs, the ILO objectives** and its synergy with other projects and programs;
- 6) Identify **lessons and potential good practices** for the different key stakeholders.
- 7) **Provide strategic recommendations** for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.
- 8) The evaluation will also look at the integration of ILO and donor crosscutting themes such as Gender and no discrimination, Social dialogue, International Labour Standards, HIV/AIDS, Climate Change, Good Governance, Sustainable Development and Children's Rights.

Outside of the ILO, the evaluation key users include:

- 1) The Department of Economic Development
- 2) Project partners such as the Industrial Development Corporation and other government agencies engaged with the project (e.g.: Department of Public Works).
- 3) The donor: The Government of Flanders
- 4) And those impacted by the policy including:
 - Practitioners
 - Business Development Support providers
 - Academia etc.

The scope of the evaluation covers the project from its start date in June 2017 to end-February 2019. The operational area is South Africa, with the project team based in Pretoria.

2.3 Evaluation criteria

The evaluation was carried out in the context of the criteria and approaches for international development assistance as established by OECD/DAC Evaluation Quality Standard. The ILO policy guidelines for results-based evaluation and the technical and ethical standards and abide by the Code of Conduct for Evaluation on the UN System are established within these criteria and the evaluation should therefore adhere to these to ensure an internationally credible evaluation

The evaluation will cover the following evaluation criteria:

1. Relevance and strategic fit.
2. Validity of design.
3. Effectiveness.
4. Efficiency.
5. Orientation to impact and sustainability, as defined in ILO policy guidelines for results-based evaluation.

The evaluation addressed all the evaluation questions that are available at Annex 1 (ToR).

The sequence of the evaluation process was as follows:

Project phase	Dates
Initiation of project	February 8 th , 2019
Inception Report	April 1 st , 2019
Data Collection Phase 1: Desktop Review	March 29 th , April 8 th , 2019
Data Collection Phase 2: Online survey	April 9 th 2019
Data Collection Phase 3: Specialist interview	June 4 th to June 25 th 2019
Data Collection Phase 4: Webinar	June 21 st and June 25 th 2019
Data Analysis	July 2019
First draft of evaluation report	August 1 st , 2019
Evaluation manager feedback	Sept 2 nd , 2019
Stakeholder feedback	September 13 th to October 10 th 2019
Evaluation Manager feedback	November 14 th 2019
Final rounds of review	January 2020-March2020

3. Methodology

The evaluation is carried out in accordance with the relevant parts of the ILO Evaluation Framework and Strategy; and the ILO Policy Guidelines for Results-Based Evaluations 2017, including the OECD/DAC Evaluation criteria (see 2.3 above for more details) and the EVAL Code of conduct for evaluators.

Gender is addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects.” Needs of women and men and of marginalized groups targeted by the project was considered throughout the evaluation process in line with our goal that “no one is left behind”).” The projects approach to gender is considered in the evaluation.

Social Dialogue, Sustainable environment, international labour standards have been included in the Survey as additional criteria to be assessed (Question 17th)

Environmental issues are not directly named in the social economy language, but the definition of the social economy applied in the draft Green Paper, notes that the social economy includes organisations that has as their focus social and environmental objectives. This evaluation therefore includes environmental issues under the umbrella term, social economy.

Regarding ethical considerations, verbal permission to participate was requested from stakeholders. All data was treated confidentially and only the evaluator had access to detailed data of survey, interview and webinar.

3.1. Scoping and inception

The evaluator is an ILO EVAL certified internal evaluator. He was appointed by the Regional Senior Monitoring and Evaluation Officer. His first briefing was conducted by the Evaluation manager (that is also the Chief Technical Adviser of the project). The evaluator reviewed the project documents from June 2017 to February 2019, which included the project agreement, donor reports, work plans, progress reports, research reports, and other relevant documents.

The desk review was used to design the data collection tools (online survey and interview guide) using the OECD/DAC criteria to identify areas that would require specific attention

At the end of the desk review period, the evaluator prepared an inception report outlining the methodological approach which included identifying a purposive sample group, outlining the data collection approach, and evaluation instruments that had been developed. This included the evaluation questions, a work plan and draft structure of the evaluation report.

3.2. Selecting the sample group:

The sampling approach based on the nature of the project has been purposive. This means that stakeholders have been selected based on their significance and involvement in the project.

Universe Group 1: A stakeholder list was submitted by the Project Team, which informed the reach of the online survey. This consisted of people who had participated in events and given their permission to be included on an online database, together with project partners and active stakeholders, such as the Intergovernmental Advisory Committee, Expert Reference Panel etc. The sample size here is 139, and all were invited to participate in the online survey. Twenty-five respondents completed the online survey, a response rate of 18%.

Universe Group 2: The second phase of the data collection approach focused on interviews with stakeholders, practitioners, funders etc. Here the original stakeholder list (n=139) was refined with feedback from the evaluator,

for human right based approach and gender sensitive representation. Priority was also given to select stakeholders from provinces other than Gauteng. The final group who were approached for interviews included 40 stakeholders, including members of the ILO and EDD teams, practitioners, funders, project partners etc. From this group, eleven interviews were confirmed and held (27.5 % of Universe group 2).

Universe Group 2 (n=40) was again approached to participate in the webinar series which was hosted after the interviews, to validate findings and assist in drawing conclusions. Here there were 11 participants, a response rate of 27%.

The list of stakeholders for Universe Group 2 (n=40) and those interviewed can be found in [Annex 2](#).

3.3. Data collection:

Data collection tools were informed by the desk review which led to a mixed methods approach being designed recognising the need for both qualitative and quantitative (primarily demographic/frequency) data. A questionnaire was designed, recognising that an online survey was geographically accessible to people and likely to lead to a reasonable response rate.

A detailed interview guide was then developed for face to face / Skype interviews with key stakeholders, identified in conjunction with the project team.

Two webinars were hosted on June 21st and June 25th 2019, to discuss findings and triangulate them.

The data collected through the four phases was consolidated and is discussed in the following chapter by evaluation criteria. All figures collate the data to give a qualitative analysis rather than a statistical one.

A summary of the data collection approaches is captured in the table below and discussed in the following section.

Data Collection Tool	Number of responses⁴
Phase 1: Desk review	Various project related documents
Phase 2: Online survey (delivered using Survey Monkey)	25 surveys completed
Phase 3: Interview (face to face / Skype)	11 interviews
Phase 4: Webinar (1 and 2)	11 (8 participants for the first webinar and 3 for the second)

3.3.1 Phase 1: Desk review

The document review took into account, the project document, progress reports to donor; financial reports etc.; giving the evaluator a broad view of the project. Information was themed to two categories:

- i) Assessment of the activities – were they carried out according to plan, or slightly delayed?
- ii) Overall assessment of the total expenditure - was this on track? Or was there a financial deviation and if so, what percentage e.g. 15%, 25%, and so on.

⁴ There is an overlapping among participants in the different data collection activities that cannot be calculated because the survey is anonymous.

This information was used to inform the survey design, and assisted in identifying the following themes for analysis:

- **Perceptions** of the respondents on:
 - What the project is doing well / isn't doing well / could do differently
 - Relevance of the project and assumptions made
 - Effectiveness of partnerships
 - Technical / financial support to the project, and allocation of human resources
 - Innovation
 - Rank-order assessment of priorities
- **Awareness** of:
 - Gender equality strategy,
 - Project objectives,
 - Results
 - Phase out strategy
- **Assessment** of:
 - Achievability of outcomes
 - Of progress against outcomes
- **Recommendations**
 - To the project

3.3.2 Phase 2: Online survey

The online survey was used to gather information on perceptions and awareness of, and areas of the project. Likert scales were used alongside qualitative response options. Invitations to participate were e-mailed by both the evaluator and the project team. Survey Monkey was used for this phase of data collection.

Responses were analysed and informed the iterative development of the interview guide for the face to face interviews.

3.3.3 Phase 3: Interviews

The evaluator interviewed in person or through Skype, 12 key informants (6 were government officers, 3 consultants of the project, 2 donor officers and 1 UN officers). During interviews notes were taken, and were written up after the interview.

The list of key informants was provided by the project, and a list of those who were available for an interview is attached in Annex 2: Key informant and interviews.

Interviews took place during the work day, with 5 face to face interviews in Pretoria and 7 via Skype. The interviews were in English.

3.3.4 Phase 4: Stakeholders webinar

The evaluator facilitated stakeholders' webinars. Two webinars were held on 21st June and 25th of June 2019.

The evaluator developed the agenda and facilitated the workshop which was held in English. The webinar was an opportunity to confirm emerging findings from the first phases of research, and to identify still existing research gaps. Below is a summary of attendees of the webinar

	Number of attendees
Webinar 1	8
Webinar 2	3

3.4 Limitations and bias

The social economy is not well networked, and there are few (if any) formal structures that represent it. This review has an urban bias, which is reflected both in the “where” of the respondents, but also in the electronic nature of the response tools. The team tried to mitigate geographic bias by including stakeholders from provinces which are typically underrepresented such as KZN but the sample groups show that the majority of respondents are from Johannesburg and Cape Town, with reasonable internet access. This review therefore does not represent the rural/digitally disconnected voice of the social economy.

3.5 Ethical Considerations

Verbal permission to participate was requested from stakeholders. All data was treated confidentially and only the evaluator had access to detailed data from the survey, interview and webinar.

3.6 Validation of data

The desk-based review collected secondary data which was used to identify themes for the coded analysis, and the primary data analysed was from the survey, interviews and webinar.

The mixed methods approach to data collection allowed for a degree of triangulation of results, applying comparison and cross – referencing techniques. The webinar was used as an opportunity to give feedback on the emerging results from the survey and interviews, identifying further research gaps and discussing primary conclusions.

The results presented below are an aggregation of the data collection processes.

4. Findings

The following findings are presented against the OECD/DAC Criteria, and the logframe of the project. In terms of implementation progress by February 2019 the following table provides the key information

Table 1: Summary of outputs and status

Result Area 1: Institutional mechanisms to drive and guide the social economy work	
Project Outputs	Status
1.1 Institutional arrangements established to govern and manage the policy formulation process	<ul style="list-style-type: none"> Project Steering Committee Functioning with quarterly meetings. Treasury appointed to attend PSC meetings Intergovernmental Advisory committee established and functioning with representation from a range of government departments including Expanded Public Works programme, National Treasury (Co-operative Bank Development Agency) Expert Reference Panel recruited. Decision taken to appoint citizens and adverts placed in national and local language newspapers. Appointed February 2019. <p>Staffing:</p> <ul style="list-style-type: none"> Deputy Director General, Dr Molefe Pule appointed to lead the project from September 2018. EDD advertised National Co-ordinator position in the Sunday Times 23 September, with a closing date of 6 October. National Co-ordinator appointed in January 2019. The Chief Technical Adviser is 100% on the project as of January 2019.
1.2 Stakeholder and training needs analysis undertaken	<ul style="list-style-type: none"> Stakeholder list compiled: <ul style="list-style-type: none"> Attendance registers are captured and added to the Stakeholder list Database of 1,000+ people invited to the 27th / 28 February event. Attendance 200+
1.3 Communication and consultation with stakeholders	<ul style="list-style-type: none"> Information available on Google Drive and re-mails sent to the group established after CSI Consultation in 2018. EDD ran a commissioning process from November 2018 – January 2019 appointing Xesibe Consulting to write the communications strategy for the project. A preliminary national database has social economy organisations countrywide – as part of the White Paper process this database will be refined.
1.4 Stakeholder briefings and Provincial engagements	<p>See outputs 1.2 and 1.3</p> <ul style="list-style-type: none"> Academic colloquium held August 2018. Sectoral Consultation held August 2018 with business, government, labour, practitioners and Social Economy representative bodies. Research vetting workshop held with writers of thematic papers / policy briefs October 29th/30th 2018 Ministerial consultation held on 30th November 2018, led by Minister Patel Launch of draft Green Paper 27th / 28th February 2019 at the IDC.
1.5 Targeted capacity development of National and Provincial officials	<ul style="list-style-type: none"> The International Training Centre of the ILO (ITC ILO) has offered to adapt their social economy online training programme and have set aside USD 10,000 to support this output. This will be used later in the project as part of the provincial capacitation programme.

1.6 Social Economy Discussion Document	<ul style="list-style-type: none"> Commissioned in 2018 (see Output 2.4)
1.7 Social Economy Green Paper	<ul style="list-style-type: none"> An International Consulting team appointed to draft the Green Paper, with the first draft version of the Green Paper presented at the National Consultation Conference held February 2019.
1.8 Social Economy White paper	<ul style="list-style-type: none"> Scheduled for end of project (currently June 2020)
1.9 National Consultations	<ul style="list-style-type: none"> See output 1.4 1 National Consultations <ul style="list-style-type: none"> Launch of the draft Green Paper 27th/ 28th February 2019 Sectoral consultation held August 2018 Ministerial Round table held November 2018
Comments; Steady progress in this result area, with functioning governance structures (establishment and functioning of the PSC, IGAC and ERP) and EDD staffing the project with DDG leadership and appointment of National Co-ordinator. The commissioning of the communication strategy will develop the plan for the provincial consultations. National consultations held through 2018 and 2019, with the launch of the Green Paper attended by Minister Patel, Minister Zulu, Dr Reymenants, and ILO DG Guy Ryder.	

Result area 2 – Policy choices informed by knowledge, research and available evidence	
Output	Status
2.1 Analysis of the scope, nature and key areas of growth of the Social Economy in South Africa	<ul style="list-style-type: none"> Papers commissioned (policy briefs, policy papers, discussion documents) and completed around this topic. See list at end of this document. Sizing and scoping analysis included in the Green Paper using data from the Quarterly Labour Force Data/ Key National Accounts / Quarterly Employment Service.
2.2 Sectoral analysis of a key sector with potential for creation of decent jobs in the Social Economy	<ul style="list-style-type: none"> Research on the co-operative sector and a SWOT analysis of finance available to the social economy was conducted as part of the research commissions. See list at end of this document.
2.3 Research on International trends and practices on Social Economy policy implementation	<ul style="list-style-type: none"> A paper on international lessons commissioned and completed. International cases are included in February 2019 draft Green Paper.
2.4 New knowledge and evidence generated based on research and existing Social Economy initiatives	<ul style="list-style-type: none"> Case studies were produced by the IDC on their social economy funded projects, across a range of sectors. This was a mutually agreed effort by IDC towards this output. Research commissioned across a range of themes and completed in this reporting period.
2.5 Research findings and available evidence	<ul style="list-style-type: none"> Academic colloquium hosted on 31st July / 1st August 2018 at University of Pretoria Research workshop held 29th / 30th October.

discussed by academia and practitioners	<ul style="list-style-type: none"> Relevant research papers shared at February 2019 consultation.
<p>Comments; Good progress in this result area. Commissioning of substantial research in 2018 which set the evidence foundation for the development of the Green Paper. A research vetting workshop was held in October 2018, and the research was shared through the consultations that were subsequently held. The academic colloquium was held in partnership with the University of Pretoria and KU Leuven, and included academics from across the country (as well as from universities from across the continent), with a specific focus on including underserved universities new to the social economy conversation (e.g.: Fort Hare, Venda etc.). This was attended by more than 50 academics and doctoral students.</p>	
Result Area 3: Strategic support for the implementation of practical interventions that create impact	
Output	Status
3.1 Social Economy initiatives across South Africa identified and monitored	<ul style="list-style-type: none"> Stakeholder list regularly updated from consultations. Communication strategy being delivered by consulting company, Xesibe Holdings. Mapping system for social economy organisations discussed with CSIR, but hampered by lack of evidence (who are the organisations that are mapped). The provincial consultations are likely to be an opportunity to identify and map social economy organisations.
3.2 Community of Practice (CoP) for Social Economy and support organisations established and identified to provide input to the policy drafting process	<ul style="list-style-type: none"> IDC working on setting up relevant CoPs. This will include an appropriate Web Platform in Year 3.
3.3 Viable projects and initiatives are scaled up	<ul style="list-style-type: none"> See Output 3.1 and discussion on mapping system for social economy organisations. Research commissioned and completed on scaling in the social economy which informed the Green Paper recommendations on scaling through franchising. This Output will be merged with Outputs 3.5 and 3.6 because they all refer to the practical support that is given to social economy entities.
3.4 Models for replication of projects across provinces	<ul style="list-style-type: none"> Groundwork for provincial consultations started with a presentation to Technical MINMEC. The Green Paper will be consulted in provinces over the coming year (2019) in working towards a White Paper to be delivered in 2020.
3.5 Identify and unblock challenges for investments in social enterprises and Social Economy organisations	<ul style="list-style-type: none"> Unblocking of: <ul style="list-style-type: none"> Reel Gardens led by Claire Reid, regards purchase by Checkers of non-local seed pots. Request for unblocking around community banking and risks associated with carrying cash Unblocking which resulted in the payment of an overdue invoice by the Limpopo Department of Health to Social Enterprise entity (uHambo-Shonaquip). Non-payment was threatening the cash-flow of the Social Enterprise.
3.6 Barriers and blockages for social enterprises are addressed	<ul style="list-style-type: none"> Research commissioned around challenges to growth of the social economy, and barriers and blockages have been key themes of the consultation sessions and research workshop. The Green Paper has this as a major policy recommendation area.

3.7 International knowledge sharing of lessons learned and best practices in supporting the Social Economy	<ul style="list-style-type: none"> • International consultant appointed to Green Paper process, with relevant case studies identified. • Continued support from the ILO Enterprises Geneva team. • Government of Flanders supported the costs for Kaat Peters of Social Innovation Fabriek (Belgium) to lead a session at the national consultation in February 2019.
<p>Comment: Limited progress in this result area. This deliverable is closely linked to deliverables of project partners: IDC has agreed to develop Communities of Practice as part of its work in strengthening the Social Economy. The IDC will formally be represented on the PSC as a project partner.</p> <p>EDD's mandate to "unblock" (assist enterprises who experience bureaucracy which they struggle to resolve) is reported here but is one that the policy project has little influence on. The merging of outputs was approved by the PSC in 2019.</p> <p>The mapping of social economy organisations is problematic because of the lack of networks. These are being developed through the communication strategy and stakeholders list, and can be verified through data gathering at the provincial consultations. From here a first map of the social economy can be developed.</p>	

Source: Project reports and interviews with the Project CTA.

Findings against the OECD/ DAC criteria:

4.1 Relevance

Is the project meaningful? Does it respond to an important issue?

The analysis in this section is based on data collection at document review, interviews, the online survey and the webinars.

At the national level, the project is aligned to the National Development Plan (NDP) and the new Growth Path, and was mentioned in the State of the Nation Address (SONA) of June 2019 where the President stated that *"Government will also ensure that young people are employed in social economy jobs such as early childhood development and health care"*. It is also included in both the UN Strategic Co-operation Framework (UNSCF)⁵ and listed in the Decent Work Country Program (DWCP)⁶.

At the Continental level, the project intervention on Social Economy is aligned and contribute to Agenda 2063 and in particular Goal 1 that states "A high standard of living, quality of life and well-being for all citizens."⁷

The project is aligned, at the Global level, to SDG 8 to "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." It also contributes to SDG 1, 2, 3, 4, 5, 10 and 11.⁸

Ninety one percent of all respondents ranked the project as relevant, answering positively to the question "the strategy and approach of the project is still relevant to the country and stakeholders". This is a strong finding for the relevance of the project, as shown in Figure 3. The remaining - answered 6% "So-So" and for 3% "no."

⁵ http://www.undp.org/content/dam/south_africa/docs/Agreements/UN%20SCFramework.pdf

⁶ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_674579.pdf

⁷ <https://au.int/en/agenda2063/goals>

⁸ <https://sustainabledevelopment.un.org/sdgs>

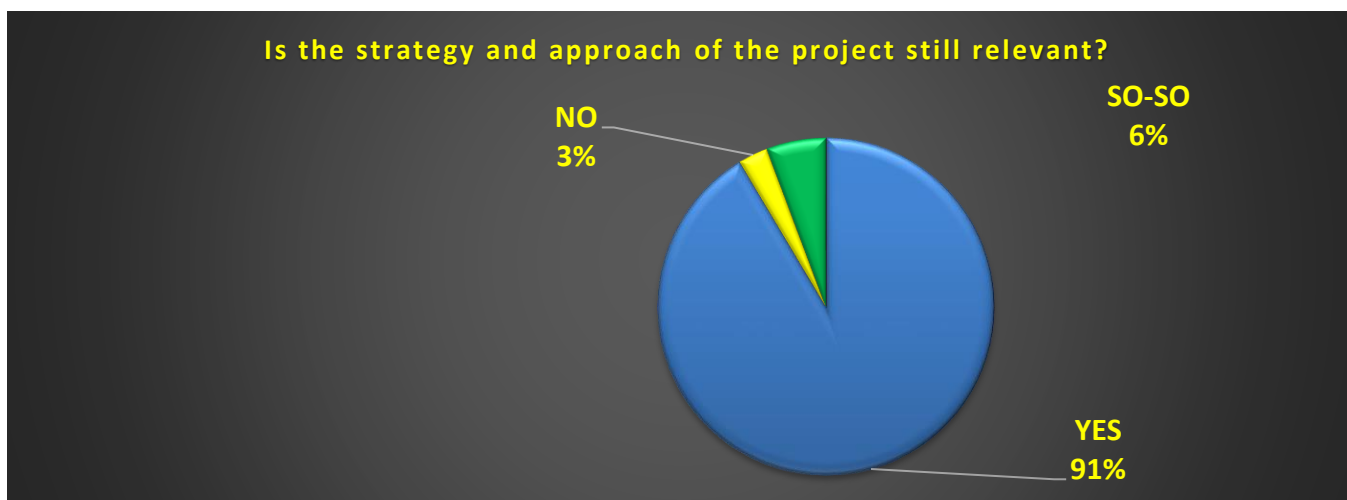


Figure 3: Relevance of the project strategy at the time of the evaluation.

The Project document outlines the potential the social economy has in alleviating unemployment, especially amongst young people, inequality and poverty, in South Africa. It has as its goals increased employment in the social economy, an increase in the number of social enterprises and policy choices informed by knowledge, research and available evidence. The project is built on the assumption that the social economy sector has reached a stage of development that requires a clear, consistent, and coherent national policy to direct the efforts of stakeholders to optimise its growth and development.

Respondents were asked whether the project was premised on the correct assumptions, with 64% of the participants answering yes, and 25% answering “I don’t know.” This uncertainty informs our final recommendation around the projects communication, as it indicates there is room for improvement.

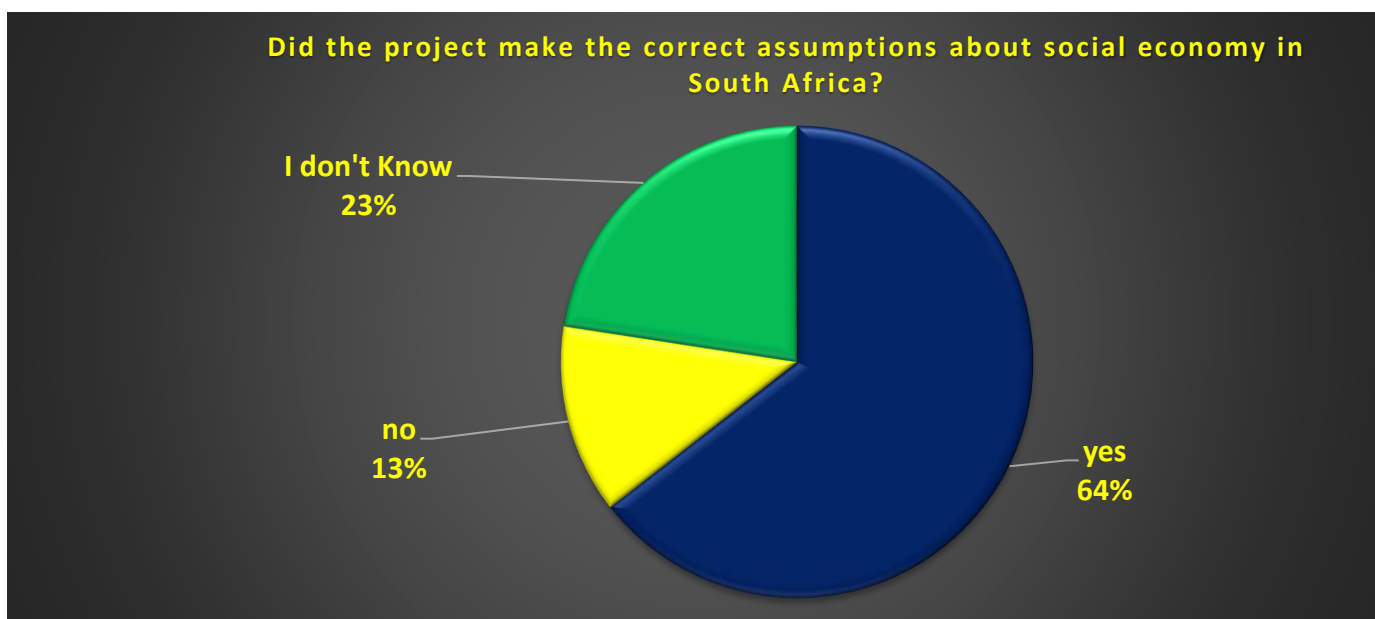


Figure 4: The project assumptions about social economy in South Africa

In summary, the project is considered highly relevant, and is premised on reasonable assumptions on the needs of the social economy in South Africa.

4.2 Effectiveness

Is the project delivered effectively?

This outcome was measured by analysing responses across a number of questions online survey, interviews and the webinars, applying the following criteria:

- Are the objectives clear, realistic and achievable?
- What is the project doing well, not doing well, what could it do differently?
- What is the respondents' perceptions of what has been achieved by the project, is there political buy in?
- What is the recognition of the social economy in South Africa?
- Partnership with stakeholders

When asked whether the project objectives are clear, realistic and achievable, 60% responded positively as shown in Figure 5. However 24% replying that they don't know, which again is building our conclusion around the need to strengthen communication.

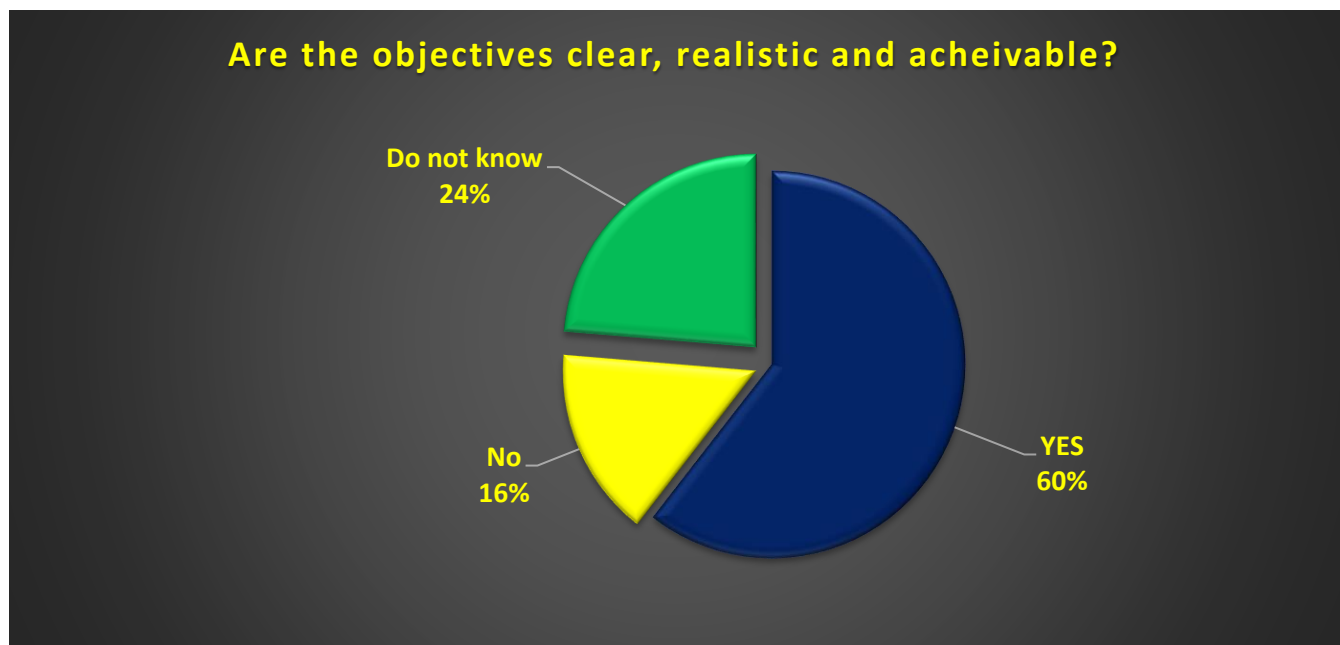


Figure 5: Project objectives: clear and realistic?

The project results as perceived by respondents are summarised in Figure 6 below: Key results listed are:

A draft policy first, followed by a contribution to enable an eco-system around social economy policy in South Africa. Other results include the studies conducted, the political buy-in and the recognition of social economy in South Africa. The question was open to more than one result to be pointed out. The results presented in the graph therefore refers to the named one by the respondents, not only one by each responded)

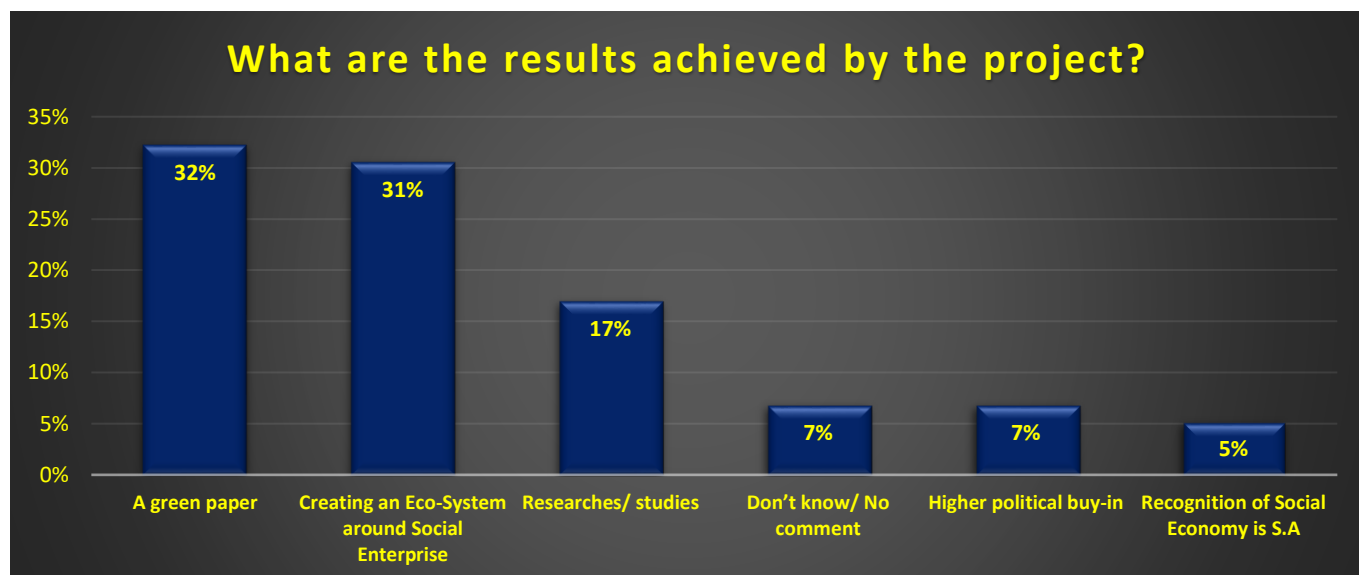


Figure 6: Key results achieved by the project

The project scores well in terms of the partnerships that it has with stakeholders. It is shown in Figure 7 with 70% ranking as effective. However, we cannot ignore that 30% answered “so-so” or “no” which gives insight that the partnerships can be strengthened. From the comment section, it appears that this could be done through, 1) more proactive engagement, special attention to grassroots / right owners engagement and/or ii) variable engagement throughout the project life cycle.

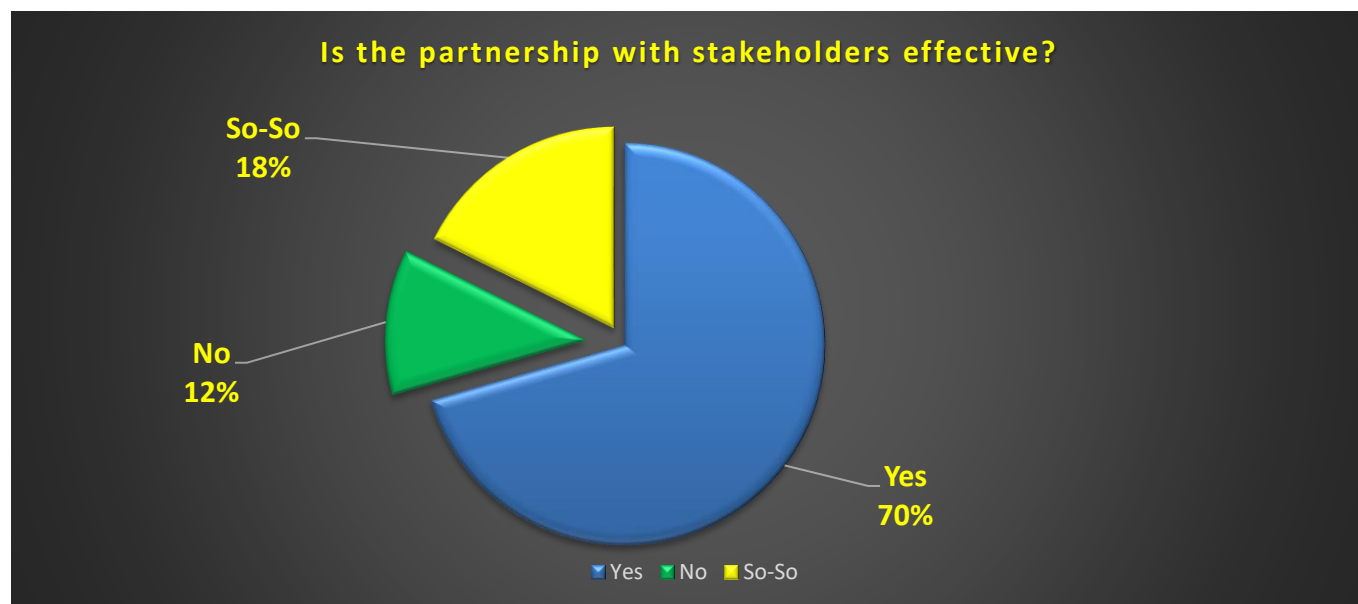


Figure 7: Assessment of the partnership with stakeholders

Interestingly, the stakeholder engagement was a primary recommendation, when asked i) what the project is doing well; 2) what the project is not doing well, and iii) what the project could do differently. We see a spread of responses that give insight that the stakeholder engagement strategy is reasonable, but can be strengthened,

particularly by: i) ensuring grassroots stakeholders are informed at all stages; moving out of Gauteng and other major urban centres to ensure the conversation is provincially inclusive and keeping all the stakeholders informed. The responses are captured in Figure 8, 9 and 10 below:

What is the project doing well? Inclusive engagement (42%) scored highest as shown in Figure 8 below, giving us insights that the stakeholder approach is acceptable, but that there is room for improvement. Sixteen percent (16%) ranked continuous dialogue as another plus for the project, followed by getting political buy in (14%).

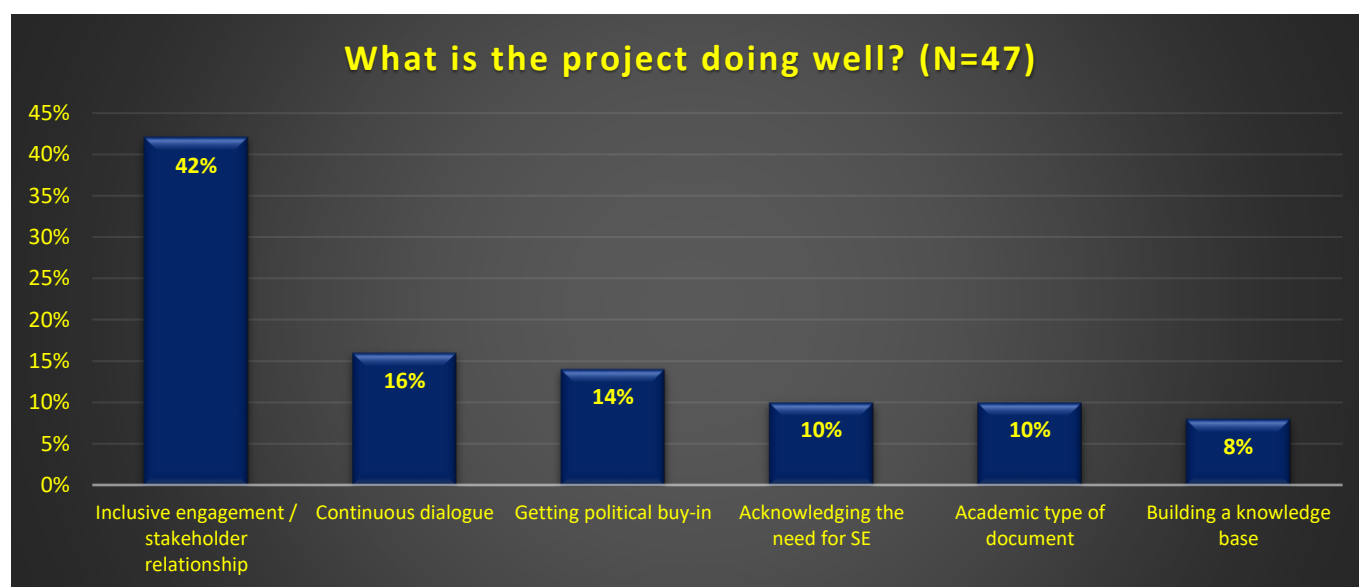


Figure 8: What is the project doing well?

When answering what the project was not doing well, 17% indicated that the consultation process was too centred on Gauteng and 15% considered that there was not enough engagement with the first hand beneficiaries (social entrepreneurs, youth and in particular in rural areas). 15% also indicated that stakeholders are not kept informed enough. At the operational level, several elements scored 6%: the procurement during first year was not working properly and did slow the project delivery; not having the right technical resource available; underestimation of the complexity of the thematic and underestimation of time needed.

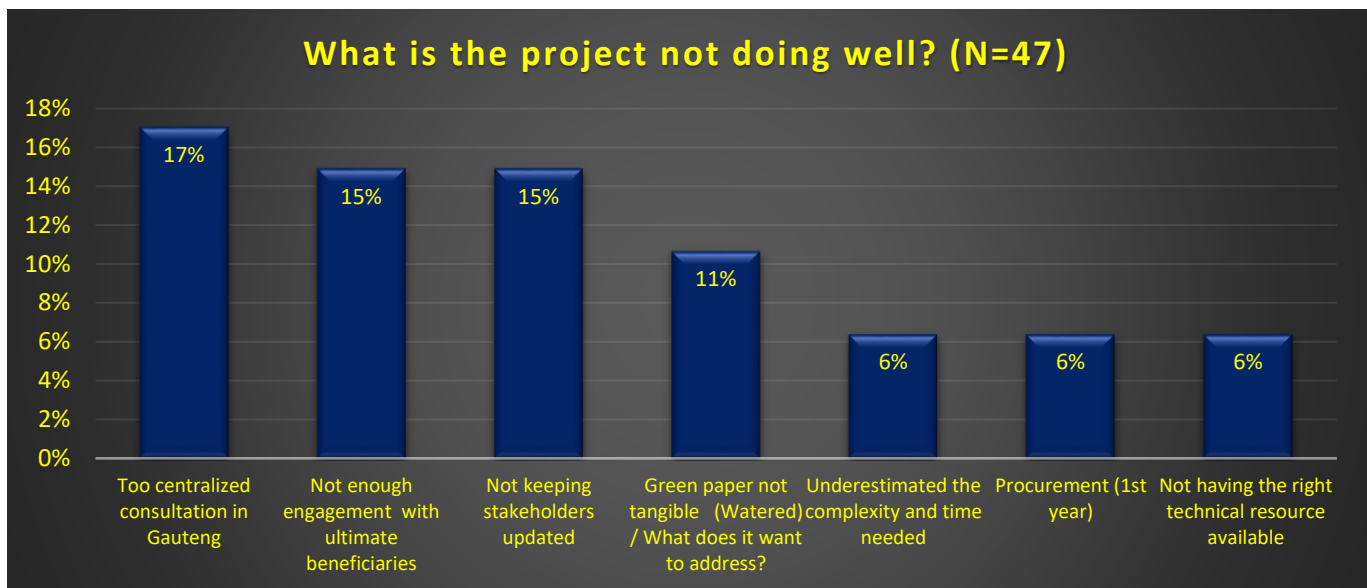


Figure 9: What is the project not doing well?

When participants were requested to identify what change in project strategy or implementation they would like to see, 21% recommended to have a consensus on the project to ensure stakeholders engagement. 21 % also recommended a more targeted approach to ultimate beneficiaries, including using local languages. This aligns with one of the recommendations of this report, to adopt a Human Right Based approach (HRBA) which “*identifies rights holders and their entitlements and corresponding duty-bearers and their obligations, and works towards strengthening the capacities of rights-holders to make their claims and of duty-bearers to meet their obligations*”⁹. It is clear that the project had in mind the interest of the social entrepreneurs but that does not mean that a Human Right based approach have been followed. Among others, this would have helped the project identify who the right holders are, and would have ensured they are at all levels of the decision process. Other recommendations are linked to clarity of the role of municipalities (11%), refocusing the project (7%), better use of social media to dialogue with stakeholders (7%) and answering the question: what is missing from a policy point of view. See detail in figure 10 below.

⁹ <https://hrbportal.org/faq/what-is-a-human-rights-based-approach>

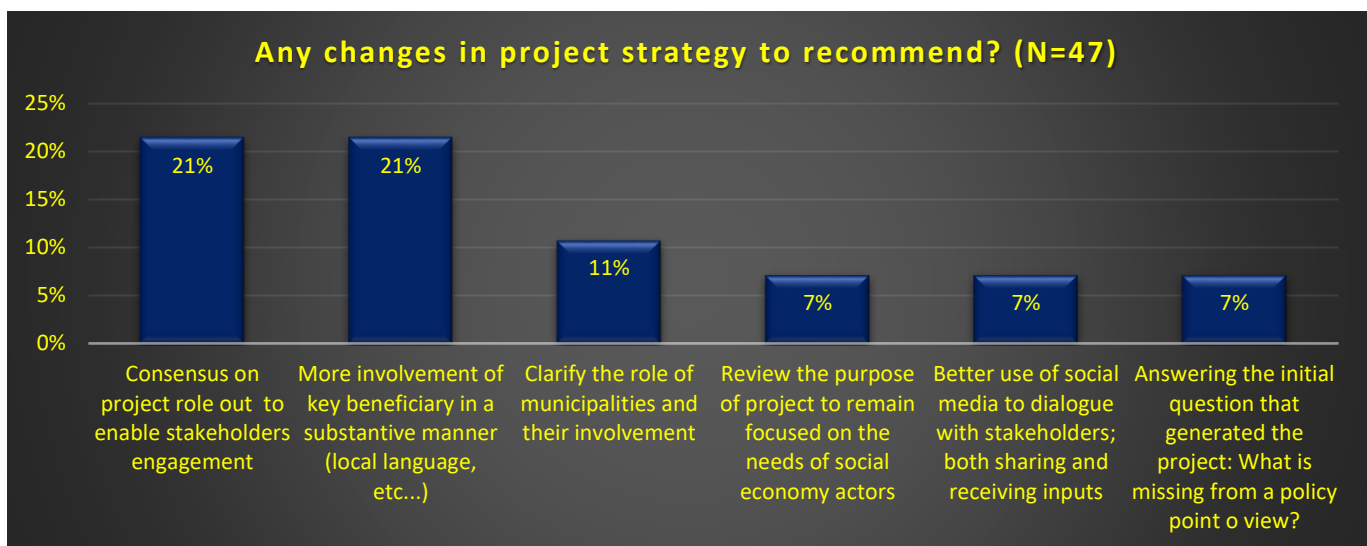


Figure 10: What is the project not doing well?

What could the project do differently? 24% of respondents suggested more engagement with all stakeholders whilst 20% suggested the project get more stakeholders involved, with the private sector and Parliament identified as important. This shows that there is a need to engage more, whilst expanding the stakeholder base as summarised in Figure 8. Also scoring highly in the recommendations is the need to consult provincially (18%), which aligns with the requirement to engage more extensively, and to improve internal communication (14%).

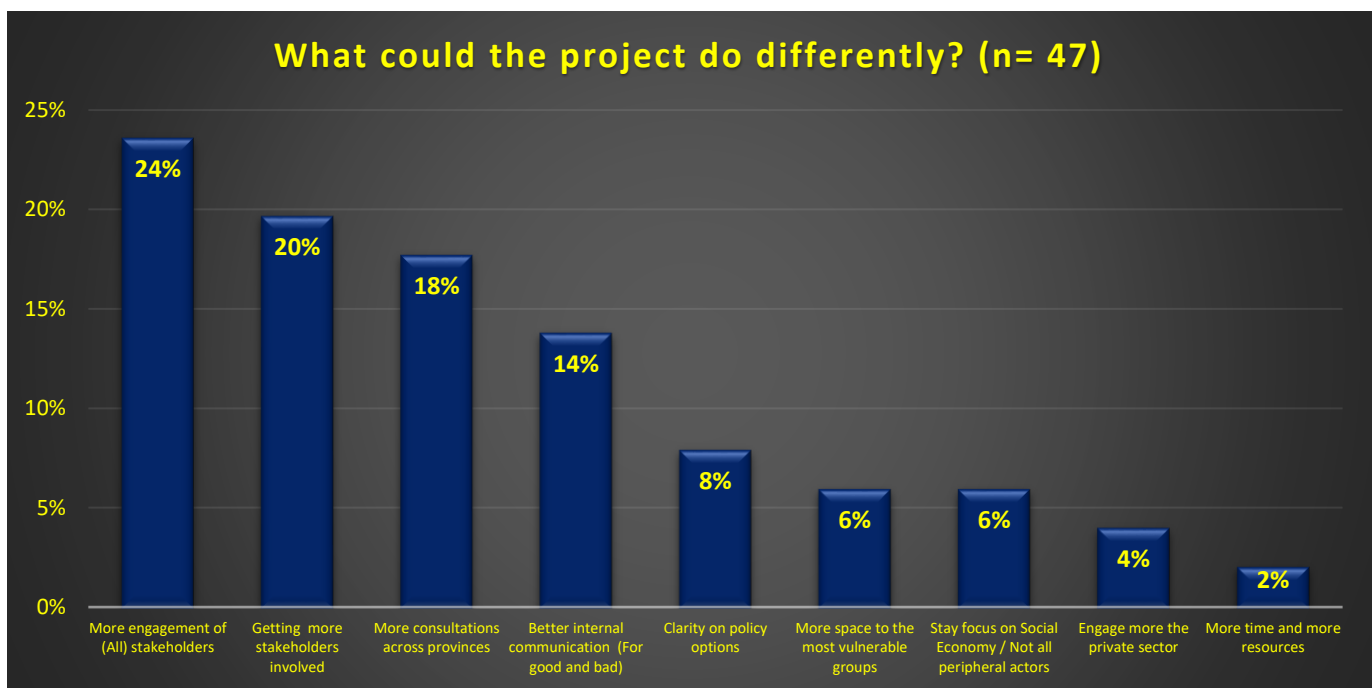


Figure 11: What could the project do different?

To complete the assessment of effectiveness, when assessing the implementation of the project expected results, at least 51% considered that all three project results are either “on track or slightly delayed”. The table below summarizes the assessment of each results. You will take note that Result 2 has the higher score with 71% of participants assessing that work is on track or slightly delayed. It can be noted that 31% are not aware of Result 1 and 33% on Result 3.

For result 1, the 31% answering “I don’t know”, it could be explained by the fact that not all stakeholders are, for instance, members of the steering committee or in the project unit. This can explain why 31 % consider that they have not been informed.

Regarding Result 2, none/0% indicated they are not aware. This can be explained by the fact that this result required continuous interaction with the stakeholders through sharing the studies that informed the policy choices. In addition, the policy formulation was subject to a large consultative process.

Regarding Result 3, at the time of the evaluation, the policy is not yet fully approved. Therefore, the level of exposure of stakeholders on the “strategic support for the implementation” is not yet expected to have happened.

The project works to a number of result areas. Based on your level of knowledge, how would you rank the projects progress against these result areas?	On track or slightly delayed	Behind schedule	Didn't start	I don't know
Result 1 : Institutional mechanisms	63%	6%	0 %	31 %
Result 2 : Policy choices informed by knowledge,	72%	6%	22 %	0 %
Result 3 : Strategic support for the implementation	33%	28%	6%	33%

Table 1: Project result progress assessment by participants

Overall findings under effectiveness demonstrate that for the outcomes 1 and 2, majority of the participants consider that the project is on track or slightly delayed (63% and 72%). At the time of the evaluation, the policy is not yet approved and therefore, it is not surprising to have result 3 showing different result with only 33% indicating the project is on track or slightly delayed.

4.3 Efficiency

Does the project use its resources well?

This outcome was measured by analysing responses across a number of questions from the survey, interviews and the webinars.

We draw the conclusions on the efficiency of the project by assessing its use of existing technical and financial resources and by assessing the strategic use of the available resources. This outcome was measured by analysing responses across a number of questions from the survey, interviews and webinar.

When asked if the project has the appropriate technical and financial resources, only **53%** responded positively and **21%** responded negatively, but again we see a quarter (26%) marking that they don’t know.

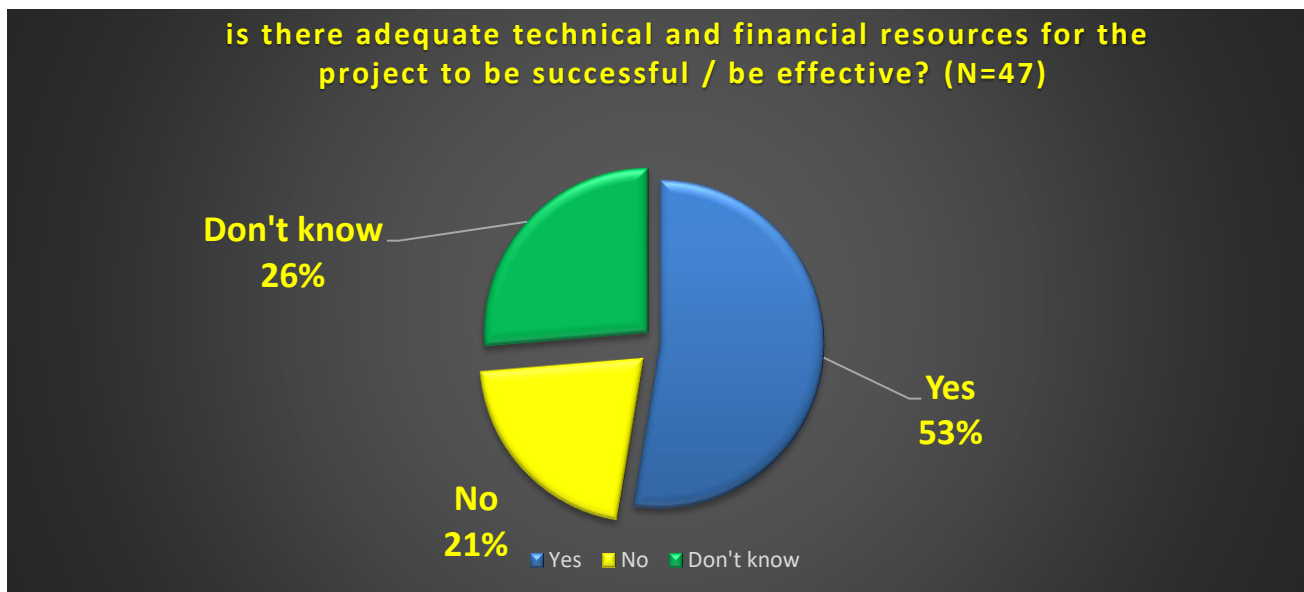


Figure 10: Assessment of technical and financial resource of the project

Comments were formulated about the financial flows and its consequences on the project (in particular in the first year). Reference here is made of the procedures and in particular the procurement during the first year that was not yet working fully.

When assessing whether the project was staffed strategically (are Human Resources Allocated strategically), **63%** answered positively while **9%** answered negatively, and again a high neutral response, with 27% marking “I don’t know”. Among others, participants highlighted that the partnership between EDD and ILO is highly appreciated; the very positive partnership with the Flanders Government is also noted. On the other hand, it was also highlighted that more stakeholders would like to be given more space and responsibilities; in particular, in the next steps linked to policy validation as a larger number of stakeholders are expected to actively be involved.

The ILO budget portion of the project is on track with its spending. With the national consultations planned for the project period ahead, any underspend is budgeted here. The project is up to date with Budget Revisions, the most significant line item change being the move from 80% to 100% of the CTA. The research portfolio of work, commissioned in 2018 was important to get the project moving, and to provide the necessary information to be able commission the writing of the Green Paper. The financial ‘risk’ is with the project partner, the Economic Development Department, which did not spend during the first year of the project, although the first tranche of funding has been drawn down: R 2 597 180.00 from National Treasury.

The project has done well to leverage funding from other sources, for example the Industrial Development Corporation (in-kind support valued at R1.3m) and there is a positive discussion with the British Council to co-fund a workshop / training programme during 2019.

Overall the project demonstrates an efficient use of funds, but the constraints to spend within the bureaucratic government system must be acknowledged. The project therefore anticipates in its Q7 / Q8 Report (up to March 31, 2019) that a no-cost extension will be required.

4.4 Orientation to impact

Is the project clear on its impact?

This outcome was measured by analysing responses across a number of questions from the survey, interviews and the webinars.

70% of the participants consider that it is likely that the project will generate long-term impact. However **30%** indicated they don't know or answering no. Concerns were raised in the evaluation around the longevity of the policy once the project has stopped, and the implementability of the project. South Africa is known for having a raft of technically good policy documents, which struggle to be implemented. Implementation plans should be a priority for the project, once the recommendations of the Green Paper have been consulted on.

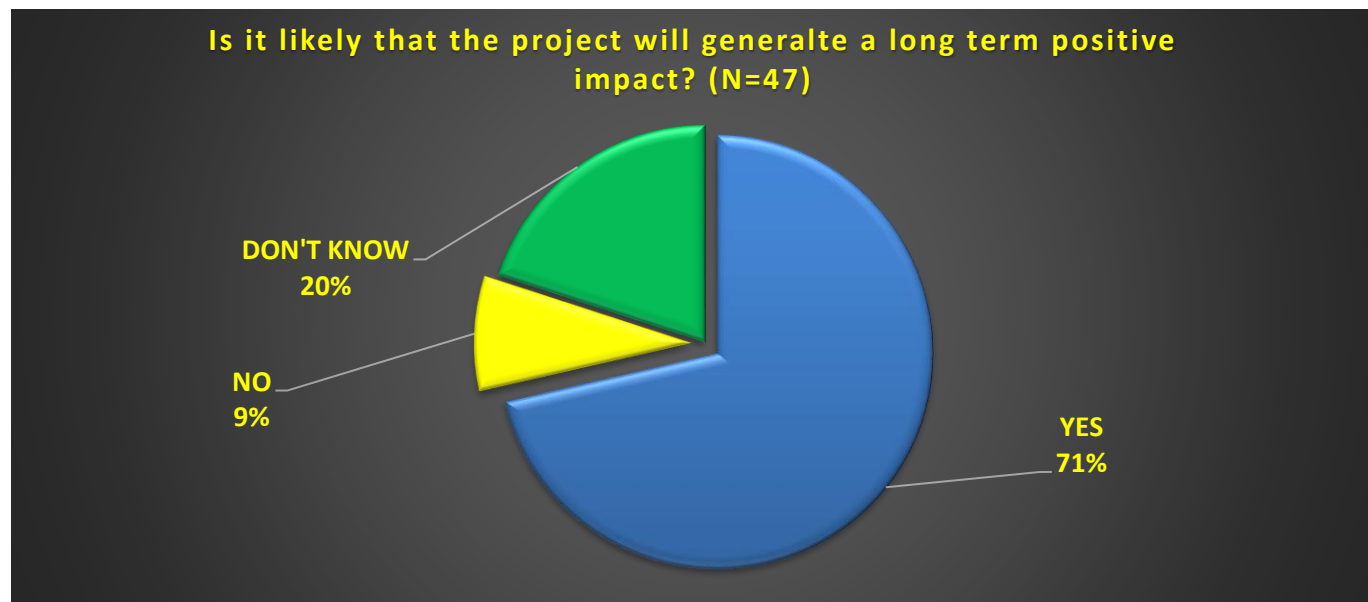


Figure 11: Assessment of the expected impact of the project

Participants also considered that the draft Green Paper needs to be relooked to ensure it remains focused on the initial objectives that the project was supporting. However, some stakeholders considered that the actual document was too vague, trying to please everybody and needed somehow to be reviewed and become more focused. This informs our recommendation that the policy be consulted on nationally, and be reviewed and revised before the draft Green Paper is finalised.

4.5. Sustainability

Does the project have continuity outside of its current structures?

When questioned if the project had a phase-out strategy, we see a high response, indicating they don't know (57%) with 31% saying no, and only 12% saying yes. A recommendation is that a phase out strategy is needed so that the policy process continues after the closure of the project.

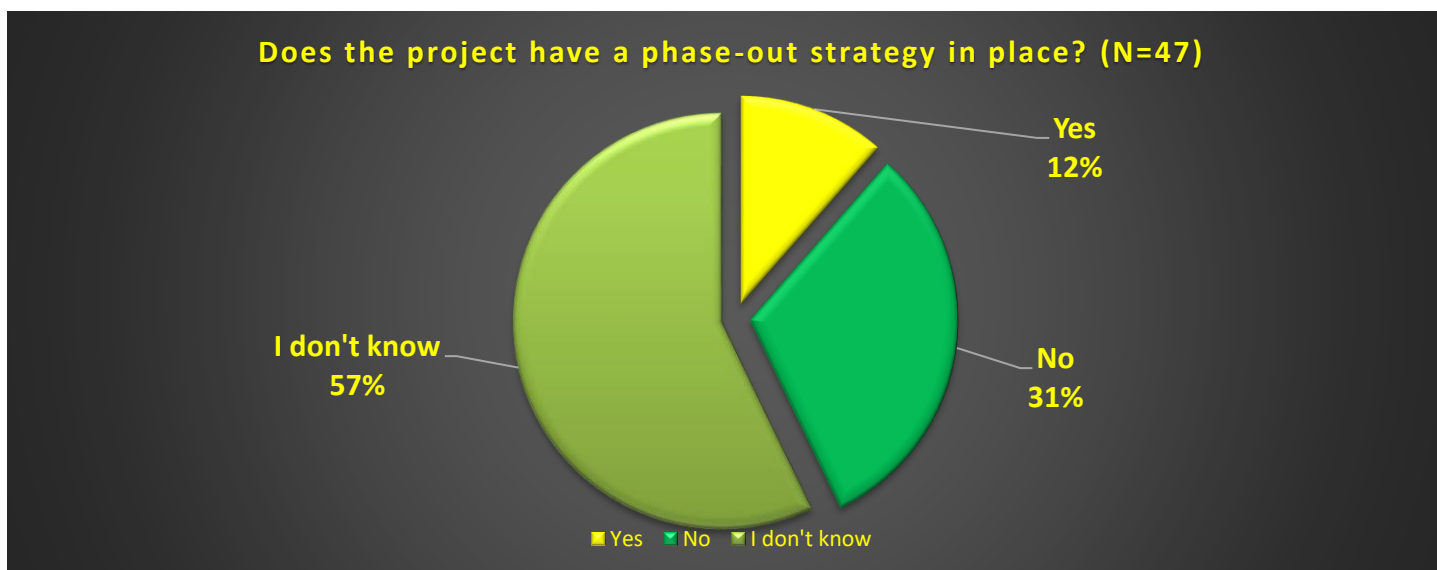


Figure 12: Project phase out strategy

4.6 Gender equality

Does the project have a focus on the empowerment and inclusion of women?

Answering the question related to a project specific gender equality strategy, **74%** of the participants indicated that they are not aware of such a strategy. However, quite a number of participants indicated that women representation and involvement was always central to the project discussions. The review subject of this report also confirmed that majority of the participants (both at operational and strategic level include women), **61%** of the people interviewed for the benefit of this project are women. Beyond the level of women involved in the project; a specific reflexion on how the project can have a gender responsible approach is needed. This led to the recommendation 4 .

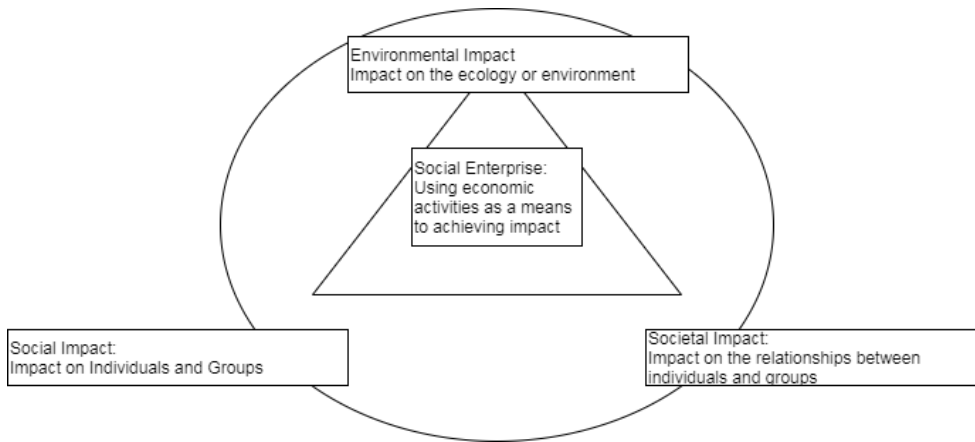
4.7 Environmental sustainability

Does the project focus on environmental sustainability?

When asked during the review how this evaluation should look at the environmental sustainability, **40%** indicated that this criteria is either crucial or very important. At the implementation and operational level, the use by the project of social media and some collaborative platforms, (such as www.flock.com) to access information on the conference, it was announced to be an initiative to help green the process, reducing paper, copies and waste produced by workshops.

It must be noted that environmental sustainability is a core construct of the phrase the social economy, and the project therefore has an inherent (even though not clearly articulated) focus on environmental sustainability. The Social Economy is made up of organisations that deliver social, environmental and economic impacts, as summarised diagrammatically by Kay, Roy, Donaldson (2016)¹⁰.

¹⁰ Kay, A., Roy, M. J., & Donaldson, C. (2016). Re-imagining social enterprise. *Social Enterprise Journal*, 12(2), 217–234¹⁰



By creating an eco-system within which the social economy can thrive, the project is supporting green-jobs, ocean economy, circular economy and other environmental approaches that also have an economic return, that underpin a just transition.

4.8 International Labour Standard

Does the project address labour standards (e.g. Rights at Work)

The review did not bring any evidences that international labour standards have been considered. Some could be of significant relevance due to the on-going work conducted in South Africa around the formalization of the informal economy (R.204). It is recommended that the project team engage on the informal economy with the South African National Economic Development and Labour Council (NEDLAC) who lead the work on the formalization of informal economy in South Africa.¹¹

4.9 Social Dialogue

Does the project have a consultative approach, with a focus on voices being heard?

From the review and interviews, social dialogue is considered as either crucial, or very important. Some criteria already mentioned were reflected such as efficiency (71%) and effectiveness (72%) but some new criteria were also mentioned, such as social dialogue, considered crucial or very important by 39% of the participants. The consultations leading up to the February 2019 consultation focused on including business, unions and practitioner stakeholders. The project has also reported into NEDLAC (the tripartite structure in South Africa, for business, government and community), with the policy project being approved by NEDLAC ahead of its operationalisation.

Through the entire process, the engagement with stakeholders and the constituents who make up the stakeholder group has been raised, highlighting the need for the project to focus on out-of-city consultations, but also to build networks so that there is a 'sector' of people to consult and connect with.

Participants have been requested to rank a set of criteria based on their importance for the evaluation of the Policy project. Those criteria were inspired from OECD-DAC criteria and ILO Cross cutting policy drivers. The result

¹¹ https://www.ilo.org/global/docs/WCMS_624905/lang--en/index.htm

confirmed that the relevance and orientation to impact were perceived as the most important to consider, (100% of respondent) followed by the social dialogue (92%).

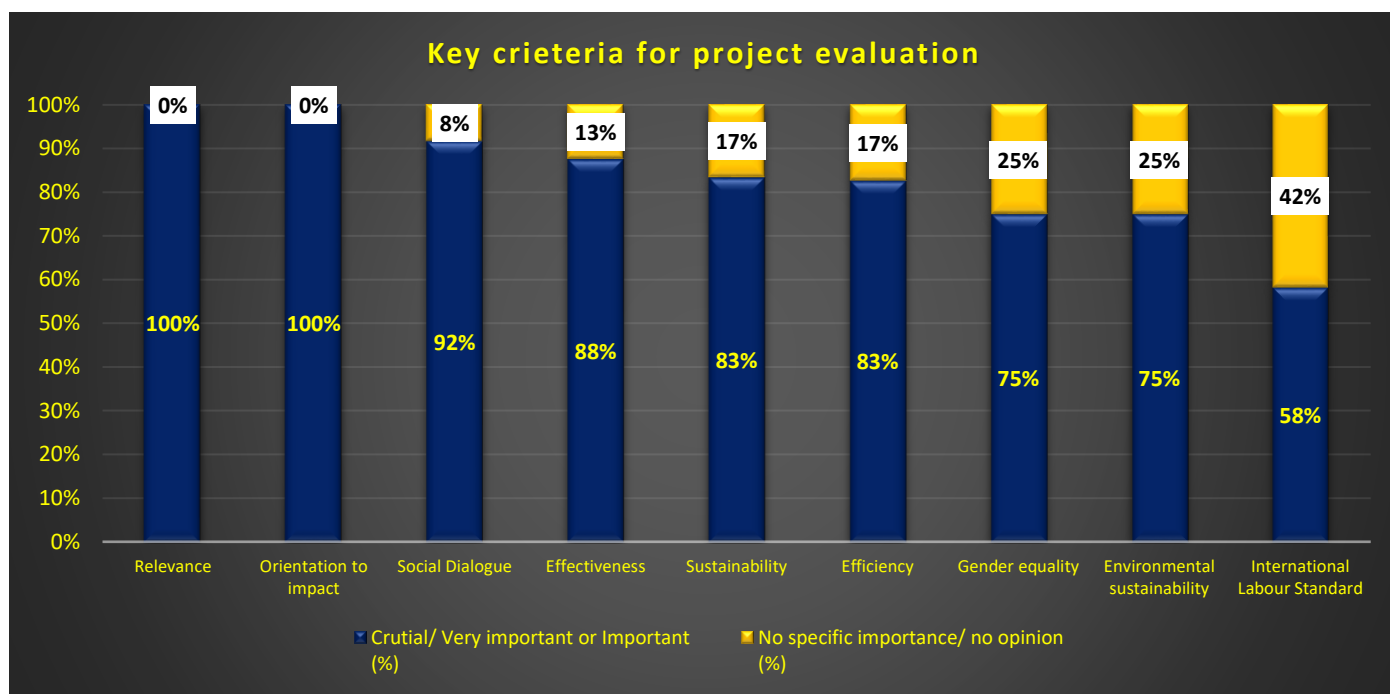


Figure 13: Criteria's importance for the Policy project

5. Conclusions

The feedback shows us that the project is considered relevant, and is built on reasonable assumptions around the importance and role of the social economy to achieving and fast-tracking South Africa's goal of inclusive growth. This is also reflected in both national, regional and international planning documents and reports. The project receives positive reviews around its approach to consultation so far, and the political buy-in it has secured. It must be noted that the launch of the Green Paper in February 2019, was by Minister Patel of EDD, and DG Guy Ryder of the ILO. Also attending was Minister of Small Business Development, Lindiwe Zulu, together with Deputy Ministers Masuku (EDD), and Cronin (Public Works). However it is clear from the feedback across multiple indicators, that increasing stakeholder engagement should be an area of focus of the project going forward: this involves building the networks to engage people through, and ensuring that these networks are diverse and representative. There is also a call to expand the engagement with stakeholders, with direct calls for participation from social economy actors outside of urban centres. An exit strategy also needs to be developed and shared with stakeholders. Communication on the operational elements of the project to stakeholders generally, can be improved.

These elements are summarised below:

5.1 Relevance:

The project is relevant to the country and is aligned to Governments priority areas, as well as regional and international agendas. However, the key stakeholders were not able, during the interviews to clearly demonstrate the clear contribution of the project to the national, continental and global agendas

5.2 Effectiveness:

The feedback supports that the project is reasonably effective and inclusive in its approach, and has political support. Clear results are already identified as achieved by the stakeholders and there seems to be a reasonable understanding of project objectives based on a strong partnerships with stakeholders.

On the other hand, the scope, breadth and reach of consultations was identified as a clear area of improvement: some participants felt that too much attention was given to one Province and that this needs to be corrected. It was also highlighted that ultimate beneficiaries (with a focus on the most vulnerable ones) need to be given more space and that the policy needs to be reviewed to be more focused.

5.3 Sustainability:

The project document has a sustainability component called the phase out strategy (Page 47 of the project document) which is quite elaborate. However, this seems not to be known enough by the stakeholders, which may have an impact on their involvement and commitment to the project. It is recommended that the project team update and discuss the phase out strategy of the project with the large group of stakeholders.

5.4 Gender equality

There is no evidence that gender equality was left aside and the level of women representation (at various levels) is also a positive element. However, the women representation does not necessarily translate into a strategic approach to gender equality. At different stage of the project cycle management, the gender equality issues need to be taken into account (From the situation analysis, to the outcome formulation, indicators, etc...). To illustrate, it would be useful to consider in the process the identification of the main economic sectors of the social economy that would contribute to the reduction of existing gender inequalities¹²? The support of an expert and/ or the use of some ILO existing material could be useful (Gender-responsive Budget, gender audit, etc...) to ensure that the Social Economy Policy is gender sensitive.

5.5 Environmental sustainability

The project could review the remaining stage with a lens of which intervention could have an environmental component. This could be captured during the provincial consultations. The Green paper could be discussed with a view to better include environmental sustainability, together with the social dimension of the social economy.

5.6. International Labour Standard (ILS)

There is no specific evidence that ILS supported the design or implementation of the project, even though some of them could be from the benefit of the project; in particular the elements on the potential synergies of the green paper on social economy and the South Africa actual work on the formalization of the informal economy, in line with the ILO recommendation 204.¹³

5.7 Social Dialogue

The policy project had commissioned a communication strategy at the time of this evaluation, which informed the roll out of a provincial consultation strategy, planned from August – November 2019. The Project has also grounded

¹² Acknowledging that the field is very nascent and that the pre- identification of sectors that would contribute positively to reduce the gender inequalities.

¹³ https://www.ilo.org/ilc/ILCSessions/previous-sessions/104/texts-adopted/WCMS_377774/lang--en/index.htm

its work through Nedlac, and included business, government and civil society in consultations leading up to the February 2019, draft green Paper launch.

It is evident that the project was able to create an early / nascent eco-system around the social economy policy. It is also clear that the level of engagement was perceived throughout the evaluation as something very important and something that the project did very well – but yet, could also be improved. The evaluation therefore recommends strengthening the consultation process of the policy, particularly in terms of expanding its reach outside of Johannesburg and other mainstream metros.

6. Recommendations

6.1 Relevance:

- R1:** The Project should to commit to delivering an inclusive communications strategy, that focuses on reaching stakeholders outside of the urban centres, and which pays attention to the right holder's involvement. The leading role of local Government at provincial level onwards need also to be clarified and agreed upon

Responsible	Priority	Time Implication	Resource implication
Project team, Steering Committee	High	Mid-term	Low

6.2 Effectiveness:

- R2:** A human rights-based approach to the project could help the project and stakeholders ensure sufficient attention and space is given to the rights owners, such as social entrepreneurs, with a specific attention to the most vulnerable groups for example. The project could consider identifying who should the social economy benefit? Once done, the project could ensure their appropriate representation at all levels of the Policy formulation and implementation.

Responsible	Priority	Time Implication	Resource implication
Project team	Medium	Short term	Low

6.3 Sustainability

- R3:** A phase out strategy, that is based on building political support and goodwill so that there is continuation after the project ends, is a recommendation to be looked at by the stakeholders, the steering committee and the project unit.

Responsible	Priority	Time Implication	Resource implication
Project Team, Steering committee and Large stakeholders	Medium	Short Term	Medium

6.4 Gender equality:

- R4:** The project may benefit from the support of a gender and / non-discrimination specialist to review the Project work plan and support the policy document to be gender sensitive.

Responsible	Priority	Time Implication	Resource implication
Project team	High	Short term	Medium

7. Lessons learned and good practices

7.1 Lessons learned

- 2) Intensive consultation is a positive way to have stakeholder's buy-in, but this intensive level of internal communication needs to be maintained across the project phases, to avoid the feeling from some stakeholders that some conversations are taking place outside of the stakeholder forums.

7.2 Good practises

- 3) Making use of social media and collaborative tools to organize workshops brings many interesting elements. Beyond reducing the UN footprint, it also allows more immediate data-driven conversation.
- 4) Having a team led by national Government with technical assistance from a UN agency is a very promising mechanism (if we compare with usual UN project structure), but this require a clear division of labour and sustainability plan.

Annexes

Annex 1	Terms of Reference
Annex 2	List of Key Stakeholders(Universe 2 an interviewed)
Annex 3	Questionnaire
Annex 4	Summary of results of data collection
Annex 5	Interview Guide and Evaluation Questions
Annex 6	Lessons learned and Good practises

Annex 1 : Terms of reference



TERMS OF REFERENCE

Mid-term evaluation

Version 17th February 2019

Project title: Social Economy Policy Project

Project Code: ZAF1601MFLA

Donor: Government of Flanders

Total Project Funds: Total Project funds: EU 1,324, 367

Duration: June 2017 – June 2020 (36 months)

Geographical Coverage: South Africa

Administrative Unit: CO Pretoria

Technical Backstopping Unit: ENTERPRISE

Type of Evaluation: Mid term

Evaluation Period: June 2017 – February 2019

Background

The Government of South Africa is committed to growing the potential of the social economy in South Africa, with commitments in both the New Growth Path and the National Development Plan. For example, the New Growth Path (NGP) adopted in late 2010 by the South African Government identifies social economy development as a pillar of the national development strategy framework. And the Decent Work Country Programme (DWCP) drawn up by employers' organizations, workers' organizations and the Government of South Africa in consultation with International Labour Organisation (ILO) and governed by the National Economic Development and Labour Administration Council (NEDLAC) identifies the development of the social economy as a strategic means leading towards the creation of jobs in sustainable enterprises.

The Department of Economic Development together with the ILO is working to deliver a policy that will enable the ecosystem for the social economy, allowing it to thrive.

This policy development project builds on several years of foundational work to strengthen and stimulate the social economy in South Africa. This includes a number of pilot projects in KZN and the Free State exploring public procurement as a means to stimulate the social economy; training organisations to better respond to these opportunities, and the testing of new social economy enterprise models that reduce barriers to market entry.

The project also builds on substantial global priorities related to the creation of decent jobs, sustainable development (particularly SDGs 1,2,3,4,5,8,1 and 11) and the empowerment of women and young people.

The Social Economy Policy Project in South Africa

The ILO is supporting the Economic Development Department (EDD) to develop a policy that will enable the ecosystem for the social economy, allowing it to thrive. The goals identified include achieving:

- Increased employment in the social economy
- Efficient and effective value chains within the social economy
- Policy choices informed by knowledge, research and available evidence.

This policy development process builds on several years of foundational work to strengthen and stimulate the social economy in South Africa. This includes a number of provincial projects in KwaZulu-Natal and the Free State including on [Public and Private procurement through the social economy](#), [Organising Waste Management Workers in the Informal Economy in South Africa](#), [Decent Job Creation in the Waste Sector in the Free State](#), funding of social

enterprises by the Industrial Development Corporation as well as various initiatives within the social economy by government departments and entities in South Africa.

The ILO and the EDD have capacitated the Social Economy Policy project team, which is made of officials from both organisations.

1. Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation projects accountability, learning and planning and building knowledge. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the implementation of the project as per established procedures.

For this project an internal mid-term evaluation and an independent final evaluation are required.

The evaluation should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”.

2. Scope, Objective and evaluation

The mid-term evaluation will consist of a thorough assessment by an ILO/EVAL trained internal consultant, not linked with the project, focusing on understanding the progress to date in the planned and unexpected outputs towards to the project outcomes and impact. The evaluation will use mainly data and information produced by the project, alongside key informants’ interviews with key stakeholders, and field observation.

The evaluation objectives are:

- a) Assess the implementation of the project so far, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
- b) Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes; including unexpected results.
- c) Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans;
- d) Review the strategies for sustainability of the project – what is the likelihood of the work continuing, once the project will be completed in July 2020.
- e) Identify the contributions of the project to the SDGs, the ILO objectives and its synergy with other projects and programs;
- f) Identify lessons and potential good practices for the different key stakeholders.

- g) Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

The evaluation key users are the identified stakeholders and include:

- The Department of Economic Development
- Other government agencies engaged with the project (Department of Environmental Affairs, National Treasury, Public Works etc.)
- The donor, the Government of Flanders
- Strategic partners including the Industrial Development Corporation
- Those impacted by the policy including:
 - o Academia
 - o Practitioners
 - o Business Development Support providers
 - o Other

Please see the stakeholders list (to be provided to the evaluator) for more detail.

The scope of the evaluation covers the project from the start date in June 2017 to February 2019. The scope of the evaluation in terms of the operational area is South Africa.

The evaluation will look at the integration of ILO and donor cross-cutting themes such as Gender and no discrimination, Social dialogue, International Labour Standards, HIV/AIDS, Climate Change, Good Governance, Sustainable Development and Children's Rights.

3. Criteria

The evaluation should be carried out in the context of the criteria and approaches for international development assistance as established by OECD/DAC Evaluation Quality Standard. The ILO policy guidelines for results-based evaluation and the technical and ethical standards and abide by the Code of Conduct for Evaluation on the UN System are established within these criteria and the evaluation should therefore adhere to these to ensure an internationally credible evaluation

The evaluation will cover the following evaluation criteria

- i) relevance and strategic fit,
- ii) validity of design,
- iii) effectiveness,
- iv) efficiency,

- v) Orientation to impact and sustainability, as defined in ILO policy guidelines for results-based evaluation.

The selected aspects will need to be formulated into appropriate questions to facilitate discussion in order to clarify current status, discuss critical issues and reach consensus on the way forward.

Suggested aspects for the review to consider:

3.1. Relevance and strategic fit

- Is the strategy and approach of the project still relevant to the country and stakeholders? Have there been any changes in strategies necessary to address changes in the project context?

3.2. Validity of the design

- Assess if the design took into account, in a realistic way, the institutional arrangements, partnerships, roles, capacity and commitment of stakeholders;
- To what extent were relevant external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?
- Are the time frames for project implementation and the sequencing of project activities logical and realistic?
- Is the strategy for sustainability of project results defined clearly at the design stage of the project?
- Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
- Did the outputs identified in the proposal contribute to the achievement of the overall objective of the project?
- Has the project structure, and the funding split between EDD and ILO, been a good approach to achieve the project results?

3.3. Effectiveness

- What are the results achieved to date within each objective?
- What is the possible effect of any significant delays in implementation? Have measures been adopted by the Project Management team to overcome any constraints in the implementation?
- What are the causes of these delays and what are the details of the measures adopted to overcome them?
- Is the coordination and partnership with main stakeholders effective? Are project partners able to fulfil the roles expected in the project strategy? Are there any capacity challenges?

- Are there possible changes in project strategy or implementation that are needed in order to achieve the project objectives; which ones?
- Examine how the project interacted and possibly influenced national level policies, and debates on the social economy and other relevant themes.

3.4. Efficiency

- Are the available technical and financial resources adequate to fulfil the project plans? Is there a need to reallocate resources or adjust activities or results in order to achieve its outcomes?
- Are resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
- Is the project M&E strategy contributing to project management, learning and accountability?

3.5. Orientation to impact and Sustainability

- Is it likely that the project outcomes will generate a long-term positive change?
- Has ownership at national level been promoted?
- Is the phase-out strategy for the project in place and under implementation? Is it sufficiently articulated and progress made towards this goal?
- What is the likely contribution of the project initiatives, including innovative approaches and methodologies piloted, to broader development changes in the area of intervention, including those laid out in the ILO Decent Work Agenda, Decent Work Country Programmes and National Development Programmes?
- Is it likely that the project outcomes will contribute to enabling the social economy in South Africa?

4. Methodology

The following is the suggested methodology for the evaluation. The methodology can be adjusted by the consultant if considered necessary in accordance with the scope and purpose of the evaluation. This should be approved by the Evaluation Manager.

The evaluation should be carried out in accordance with the relevant parts of the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2013.

Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”¹⁴. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the project should be considered throughout the evaluation process (“no one left behind”).

¹⁴ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

The following elements are the proposed methodology:

4.1. Document Review, scoping and inception

The evaluator will receive a briefing by the evaluation manager and then by the project team, and the technical backstopping units. After that, the consultant will review the project document, work plans, progress reports, research reports, and other documents that were produced since the project started.

At the end of the desk review period, the evaluator will prepare a brief Inception report outlining the methodological approach, evaluation instruments and questions (questions in the ToRs to be refined based on the knowledge gained through desk-review and initial briefing), an agenda of the stakeholders workshop, list of stakeholders to be interviewed, a work plan, an indicator matrix with the evaluation questions and outline of the evaluation report.

The structure and format of the inception report will follow the EVAL Guidance note on Inception report (see Annex I).

4.2. Field work

The evaluator will interview in person or through calls the key stakeholders. The list of key informants will be provided in due time. It is recommended that the evaluator can be available for the 26th, 27th and 28th February for interviews in Johannesburg, when many stakeholders will be participating in a consultation workshop. The interviews will be conducted in English.

4.3. Stakeholders workshop

The evaluator will facilitate a stakeholders' workshop. The stakeholders' workshop will be attended by the project and other ILO relevant staff and key stakeholders including the donor as appropriate (by Skype or physically). This will be an opportunity for the evaluator to gather further data, present the preliminary findings for verification and discussion, present recommendations and obtain feedback.

The evaluator will be responsible for developing the agenda and facilitation of the workshop. The identification of the number of participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluator.

4.4. Draft and final evaluation report

After the field work, the evaluation team will develop a draft evaluation report (see Deliverables below for the report outline its content) in line with EVAL Checklist 5.

The total length of the report should be a maximum of 30 pages for the main report, excluding annexes. The report should be sent as one complete document. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

The Evaluation Manager will circulate the draft report to key stakeholders, the project staff and the donor for their review and forward the consolidated comments to the evaluator.

4.5. Final report

The evaluator will finalize and submit the final report to the evaluation manager in line with EVAL Checklist 5¹⁵. The report should address all comments and/or provide explanations why comments were not taken into account. A summary of the report, a data annex and the lessons learned and good practices fact sheets from the project should be submitted as well. The quality of the report will be assessed against ILO/EVAL's Checklist 6¹⁶.

The evaluation manager will review the final version and submit to the Regional SMEO for final review. The final evaluation report, good practices and lessons learned will be storage and broadly disseminated through the EVAL's database¹⁷ as to provide easy access to all development partners, to reach target audiences and to contribute to maximise the benefits of the evaluation.

5. Deliverables

- Inception report which shows the expert's/consultant's understanding of the project and its log frame, approach and work plan for the mid-term evaluation;
- Draft Evaluation report, including the executive summary, conclusions, recommendations, good practices and lessons learnt. The draft report should be structured as follows.
 - a. Cover page with key project and evaluation data
 - b. Executive Summary
 - c. Acronyms
 - d. Description of the project
 - e. Purpose, scope and clients of the evaluation
 - f. Methodology and limitations
 - g. Review of implementation
 - h. Clearly identified findings for each criterion

¹⁵ *Opus cit.*

¹⁶ [EVAL Checklist 6: Rating the quality of evaluation reports.](#)

¹⁷ [ILO i-eval Discovery. https://www.ilo.org/ievaldiscovery/#al2glss](https://www.ilo.org/ievaldiscovery/#al2glss)

- i. Conclusions
 - j. Recommendations
 - k. Lessons learned and good practices
 - l. Annexes
- Final Evaluation Report, the draft report addressing all comments and including the EVAL templates the Evaluation summary, Lessons learned and Good practices.

All reports will be written in English. Ownership of data from the evaluation rests jointly with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

6. Management arrangements and workplan

The evaluation manager is Kerry Krige, CTA of the project, with support from Ricardo Furman, the Regional SMEO. The consultant will be accountable to the Evaluation Manager.

The Project Management Team will provide logistical support as well as the contact details of key people to be interviewed

7. Workplan and time frames

The evaluation will be carried out between **20th February 2019 and 15 May 2019** with a draft report to be produced by the end of **April** (see table below).

The total evaluation process is estimated to take **20 working days** of the evaluator over a period of **2 months**.

Activity	Timeframe	Cons. Working days	Responsible
Preparation of ToRs: circulation of the draft with stakeholders and finalization	Feb 2018		Evaluation Manager
Selection of the evaluator	Feb 2019		Evaluation Manager
Briefing with the evaluation manager, project team and the donor Desk review of project related documents Development of the Inception report	Feb 2019	4	Evaluator

Activity	Timeframe	Cons. Working days	Responsible
-Interviews with the project stakeholders, ILO HQ and others as relevant -Stakeholders' workshop in Pretoria	Feb 2019	10	Evaluator with logistical support of project staff
-Draft evaluation report based on desk review and consultations from field visits	Mar 2019	5	Evaluator
-Circulate draft evaluation report to key stakeholders -Consolidate comments of stakeholders and send to evaluator	Mar 2019		Evaluation Manager
-Finalize the report including explanations if comments were not included	April 2019	1	Evaluator
-Submit the final evaluation report to the Regional SMEO for approval	April 2019		Evaluation Manager
Total		20	

7.1. Sources of information and consultation meetings

Sources of Information

Project document, log-frame, work plans and monthly updates;

- Technical progress report of 1st year of implementation;
- Memorandum of Understanding with key stakeholders
- Terms of Reference issued
- Research produced.

Consultations/meetings will be held with:

- Project management and staff at HQ and at ILO country offices
- Specialists of the DWCT in South Africa
- Stakeholders: participants in consultation session
- Donor
- Others to be determined jointly by the project team and the consultant

A detailed stakeholders list will be provided to the evaluator

8. Qualifications

Specific requirements to consider for the consultant are the following:

- A Master degree in Social Sciences, Development studies, Economics or related graduate qualifications.
- A minimum of 7 years of professional experience in projects in the UN that include research components, in particular with policy level work and institutional building.
- Trained by ILO/EVAL as internal evaluator.
- Experience in qualitative and quantitative data collection and analysis, including survey design.
- A good understanding of ILO mandate and tripartite structure.
- Experience in facilitating workshops for evaluation findings.
- Not have been involved in the project.

9. Resources

Estimated resource requirements:

- Evaluator : Travel to Johannesburg Stakeholders' workshop

Annex 2: List of stakeholders (Universe 2) and interviewed

Name	Surname	Organisation	Position	Interviewed (Yes/ No)
Ebrahim	Patel	Enterprise Development Department	Minister of Economic Development	No
Joni	Musabayana	ILO PRETORIA	Director: Decent Work Team for Eastern and Southern Africa, Country Office for Botswana, Eswatini, Lesotho and South Africa	No
Stuart	Bartlett	Industrial Development Corporation	Head: Development Impact Support, IDC	Yes
Judy	Abrahams	Industrial Development Corporation	Senior Local Economic Development Manager: Development Impact Support, IDC	Yes
Molefe	Pule	Enterprise Development Department	Deputy Director General(Acting), EDD	Yes
Kaemete	Tsotetsi	Enterprise Development Department	Chief Director, EDD	No
Tanya	Van Meelis	Enterprise Development Department	Chief Economist, EDD	Yes
Len	Verwey	Enterprise Development Department	Research Manager: EDD	No

Chere	Monaisa	Enterprise Development Department	National Co-ordinator: Social Economy Policy Project, EDD	No
Monde	Tom	Enterprise Development Department	Director General (Acting), EDD	No
Katrien	van der Pladutse	Government of Flanders	Deputy General Representative - Attaché Development Cooperation	Yes
Michelle	Nadison	Government of Flanders	Finance Officer, Government of Flanders	Yes
Rest	Kanju	Seed	Director and Head of Operations: Indalo Inclusive	No
Simel	ESIM	ILO - Geneva	Manager, Co-operatives, Enterprises Department	No
Jens Dyring	Christensen	ILO PRETORIA	Senior Specialist, Sustainable Enterprises	Yes
Bridgit	Evans	SAB Foundation	Executive Director: SAB Foundation	No
Chriselda	Tabane	ILO PRETORIA	Financial and Administration Officer: Social Economy Policy Project, ILO	No
Mary	Gillette de Klerk	SEACOSA	Chair	No
Rachael	Millson	Social Enterprise Academy	Africa Partnerships Director	No
Tiekie	Barnard	Shared Value Initiative	Founder	No

Ashley	Paulse	South African Transport Centre for Excellence (SATCOE) / NACSA	National Chair	No
Conrad	Jardine	Co-operative Government (COGTA) - Gauteng	Director, Public Participation	No
Surprise	Zwane	Department of Environmental Affairs	Former Chief Director: Social Economy Policy Project, EDD	Yes
Nomadelo	Sauli	National Treasury	Acting Managing Director: Co-operative Bank Development Agency	No
Godfrey	Muneri	Department of Environmental Affairs	Acting Senior Policy Advisor: Policy Advisor: Green Fund	No
Alex	Bignotti	University of Pretoria	Senior Lecturer, co_Founder ANSES (African Network of Social Entrepreneurship Scholars)	No
Cebisile	Nyambe	Consultant and former ILO employee	SH Consult	Yes
Adelaide	Sheik	University of Johannesburg	Lecturer: University of Johannesburg	No
Deidre	van Rooyen	University of Free State	Programme Director: Centre for Development Support, Faculty of Economic and Management Sciences	No
Willem	Ellis	University of Free State	Research Fellow: Centre for Gender and Africa Studies	No
Sue	De Witt	UCT - Bertha Centre	Senior Project Manager - Innovative Finance	No

			Bertha Centre for Social Innovation & Entrepreneurship	
Ayabonga	Cawe	Consultant to the project	Managing Director: Xesibe Holdings	No
Dugan	Fraser	Consultant to the project	Independent	No
Marcus	Coetzee	Practitioner, and consultant. Worked on the Western Cape SE policy	Independent	No
Lana	Lovasic	Simanye / Impact Hub Johannesburg	Director and Co-founder	Yes
Alana	Bond	Simanye / Impact Hub Johannesburg	Director and Co-founder	No
Solange	Rosa	Rosa Burns consulting	Founder	Yes
Msingathi	Sipuka	United Nations	Resident Coordinator Office In South Africa	No
Walid	Badawi	UNDP	South Africa Program Management Team	No
Sindile	Moitse	ILO	Programmes Unit – ILO	No

Ms. Nonhle Memela was not in the initial list of stakeholders and was considered to increase the participation of other provinces then Gauteng

Key informants for interviews

Interviews were conducted with the following informants

Names	Function	Classification	Type of interview
Cebisile Nyambe	1 st and second phase, Manager responsible for the project	Consultant	Skype interview
Tanya Van Meelis	Chief Economist at EDD (Enterprise Development Department)	Government	Face to face
Katrienvan der Pladutse & Michelle Nadison	Government of Flanders	Donor	Face to face
Stuart Bartlett Judy Abrahams	Head of Dept., industrial Development Corporation (IDC) Senior account manager	Government	Skype
Jens Dyring, Christensen	Sustainable enterprise development specialists, ILO	United Nations	Face to Face
Lana Lovasic	Consultant and researcher	Consultant	Skype
Molefe Pule	Project Lead (EDD)	Government	Face to face
Nonhle Memela	Program manager for cooperative program in Durban,	Government	Skype
Solange Rosa	Researcher & Consultant	Consultant	Skype
Surprise Zwane	Technical specialist , Department of Environmental Affair	Government	Skype

Annex 3: On-line questionnaire

- Q1: Based on your knowledge of the project, what is the project doing well?
- Q2: What is the project not doing well?
- Q3: Based on your knowledge what could the project do differently?
- Q4: Based on your knowledge, are you aware of a project Gender equality strategy?
- Q5: Based on your level of knowledge, is the strategy and approach of the project still relevant to the country and its stakeholders?
- Q6: Based on your level of knowledge, did the project make the correct assumptions about how to strengthen the social economy in South Africa?
- Q7: Based on your level of knowledge, are the objectives of the project clear, realistic and likely to be achieved by June 2020?
- Q8: Based on your level of knowledge, what are the results achieved by the project?
- Q9: Based on your level of knowledge, is the partnership with stakeholders effective?
- Q10: Based on your level of knowledge, what changes in project strategy or implementation would you recommend, for the project to succeed?
- Q11: Based on your level of knowledge, is there adequate technical and financial resources for the project to be successful / be effective?
- Q12: Based on your level of knowledge, are human resources allocated strategically to allow the project to be effective?
- Q13: Based on your level of knowledge, is it likely that the project outcomes will generate a long-term positive change?
- Q14: Based on your level of knowledge, does the project have a phase-out strategy in place?
- Q15: Based on your level of knowledge, what has the project done that you would regard as innovative
- Q16: The project works to a number of result areas. Based on your level of knowledge, how would you rank the projects progress against these result areas?

	Result 1	Result 2	Result 3
On Track			
Work Slightly delayed			

Behind schedule			
I don't have the information			
Work didn't start			

Q 17: Based on your level of knowledge, could you rank the following criteria based on their importance for the evaluation of the policy project?

Importance	Crucial	Very Important	Important	No specific importance	No opinion/ Not applicable
Relevance Is the project meaningful? Does it respond to an important issue?					
Effectiveness Is the project delivered effectively?					
Efficiency Does the project use its resources well?					
Orientation to impact Is the project clear on its impact?					
Sustainability Does the project have continuity outside of its current structures?					
Gender equality Does the project have a focus on the empowerment and inclusion of women?					

Importance	Crucial	Very Important	Important	No specific importance	No opinion/ Not applicable
Environmental sustainability Does the project focus on environmental sustainability					
International Labor Standard Does the project address labour standards (eg: Rights at Work)?					
Social Dialogue Does the project have a consultative approach, with a focus on voices being heard?					

Q18: Do you have any recommendations for the project team on what they can do to strengthen delivery of the project?

Q19: Which group do you represent?

- Government
- Workers organizations
- Employer's organizations
- United Nations Agencies
- Academic / researchers
- ILO Staff
- Local authorities
- Entrepreneur
- Trainer / Capacity development
- Funder
- Practitioner
- Others, please clarify

Q19: What is your gender?

- Woman
- Man
- Other
- Prefer not to say

Annex 4: Summary result of the data collection

Coding process

The following tables summarize the data collected from the three primary data sources: Online survey, interview and webinar.

Each response was coded against phrases that captured the common themes, as summarised below:

The coding used was for each question to first process the qualitative data

Based on your knowledge of the project, what is the project doing well?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Inclusive engagement / stakeholder relationship	13	7	1	21	59%	28%	33%	42%
Continuous dialogue	1	7		8	5%	28%	0%	16%
Getting political buy-in	3	4		7	14%	16%	0%	14%
Acknowledging the need for SE	3	1	1	5	14%	4%	33%	10%
Academic type of document	1	4		5	5%	16%	0%	10%
Building a knowledge base	1	2	1	4	5%	8%	33%	8%
	22	25	3	50	100%	100%	100%	100%

Based on your knowledge of the project, what is the project not doing well?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Too centralized consultation in Gauteng	3	4	1	8	14%	17%	50%	17%
Not enough engagement with ultimate beneficiaries	5	1	1	7	23%	4%	50%	15%
Not keeping stakeholders updated	2	5		7	9%	22%	0%	15%
Green paper not tangible (Watered) / What does it want to address?	3	2		5	14%	9%	0%	11%
Underestimated the complexity and time needed	1	2		3	5%	9%	0%	6%
Procurement (1st year)	1	2		3	5%	9%	0%	6%
Not having the right technical resource available	0	3		3	0%	13%	0%	6%
Not linked to practical reality	1	1		2	5%	4%	0%	4%
Lack of strategic direction	1	1		2	5%	4%	0%	4%
Explaining to Masses what Social Economy is	2	0		2	9%	0%	0%	4%
Not enough internal communication	1	1		2	5%	4%	0%	4%
Stay focus on the expected outputs	1	1		2	5%	4%	0%	4%
No clarity about the process and next steps	1	0	0	1	5%	0%	0%	2%
	22	23	2	47	100%	100%	100%	100%

Based on your knowledge what could the project do differently?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
More engagement of (All) stakeholders	6	5	1	12	27%	23%	14%	24%
Getting more stakeholders involved	4	3	3	10	18%	14%	43%	20%
More consultations across provinces	2	7		9	9%	32%	0%	18%
Better internal communication (For good and bad)	4	3		7	18%	14%	0%	14%
Clarity on policy options	1	3		4	5%	14%	0%	8%
More space to the most vulnerable groups	1	1	1	3	5%	5%	14%	6%
Stay focus on Social Economy / Not all peripheral actors	3	0		3	14%	0%	0%	6%
Engage more the private sector			2	2	0%	0%	29%	4%
More time and more resources	1	0		1	5%	0%	0%	2%
	22	22	7	51	100%	100%	100%	100%

Based on your knowledge, are you aware of a project Gender equality strategy?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
No	18	9	2	29	72%	100%	40%	74%
Yes	7	0	3	10	28%	0%	60%	26%
	25	9	5	39	100%	100%	100%	100%

Based on your level of knowledge, is the strategy and approach of the project still relevant to the country and its stakeholders?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	19	8	5	32	95%	80%	100%	91%
So-So	0	2	0	2	0%	20%	0%	6%
No	1	0	0	1	5%	0%	0%	3%
	20	10	5	35	100%	100%	100%	100%

Based on your level of knowledge, did the project make the correct assumptions ^[1] about how to strengthen the social economy in South Africa?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	12	8	0	20	55%	89%	0%	65%
Do not know	7	0	0	7	32%	0%	0%	23%
No	3	1	0	4	14%	11%	0%	13%
	22	9	0	31	100%	100%	0%	100%

Based on your level of knowledge, are the objectives of the project clear, realistic and likely to be achieved by June 2020?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	12	6	5	23	50%	67%	100%	61%
I don't know	8	1	0	9	33%	11%	0%	24%
No	4	2	0	6	17%	22%	0%	16%
	24	9	5	38	100%	100%	100%	100%

Based on your level of knowledge, what are the results achieved by the project?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
A green paper	13	5	1	19	41%	22%	25%	32%
Creating an Eco-System around Social Enterprise	10	7	1	18	31%	30%	25%	31%
Researches/ studies	2	7	1	10	6%	30%	25%	17%
Don't know/ No comment	4	0	0	4	13%	0%	0%	7%
Higher political buy-in	1	2	1	4	3%	9%	25%	7%
Recognition of Social Economy is S.A	1	2	0	3	3%	9%	0%	5%
Enabling environment for S.E	1	0	0	1	3%	0%	0%	2%
	32	23	4	59	100%	100%	100%	100%

Based on your level of knowledge, is the partnership with stakeholders effective?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Note: no coding/ direct response								
Yes	13	7	4	24	62%	88%	80%	70.6%
So-So	4	1	1	6	19%	13%	20%	17.6%
No	4	0	0	4	19%	0%	0%	11.8%
	21	8	5	34	100%	100%	100%	100%

Based on your level of knowledge, what changes in project strategy or implementation would you recommend, for the project to succeed?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Consensus on project role out to enable stakeholders engagement	6	0	0	6	33%	0%	0%	21%
More involvement of key beneficiary in a substantive manner (local language, etc...)	4	2	0	6	22%	20%	0%	21%
Clarify the role of municipalities and their involvement	1	2	0	3	6%	20%	0%	11%
Review the purpose of project to remain focused on the needs of social economy actors	1	1	0	2	6%	10%	0%	7%
Better use of social media to dialogue with stakeholders; both sharing and receiving inputs	1	1	0	2	6%	10%	0%	7%
Answering the initial question that generated the project: What is missing from a policy point o view?	1	1	0	2	6%	10%	0%	7%
Involve more people; stop framing it to the selected stakeholder.	1		0	1	6%	0%	0%	4%
More time, money, and acknowledgement of complexity, and the highly segmented nature of the social economy.	1	0	0	1	6%	0%	0%	4%
Work on a sustainability plan	1	0	0	1	6%	0%	0%	4%
More actionable functions and clear value linked to policies	1	0	0	1	6%	0%	0%	4%
Develop a proper gender strategy	0	1	0	1	0%	10%	0%	4%
Better communication : outreach activities	0	1	0	1	0%	10%	0%	4%
Review Result 3 and focus on Policy support more than implementation	0	1	0	1	0%	10%	0%	4%
	18	10	0	28	100%	100%	0%	100%

Based on your level of knowledge, is there adequate technical and financial resources for the project to be successful / be effective?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	12	7	1	20	48%	70%	33%	53%
Don't know	7	1	2	10	28%	10%	67%	26%
No	6	2	0	8	24%	20%	0%	21%
	25	10	3	38	100%	100%	100%	100%

Based on your level of knowledge, are human resources allocated strategically to allow the project to be effective?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	14	6	0	20	64%	60%	0%	63%
No	2	4	0	6	9%	40%	0%	19%
Don't know	6	0	0	6	27%	0%	0%	19%
	22	10	0	32	100%	100%	0%	100%

Based on your level of knowledge, is it likely that the project outcomes will generate a long-term positive change?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Yes	14	8	3	25	64%	89%	75%	71%
Don't know	6		1	7	27%	0%	25%	20%
No	2	1	0	3	9%	11%	0%	9%
	22	9	4	35	100%	100%	100%	100%

Based on your level of knowledge, does the project have a phase-out strategy in place?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response					(n=25)	(n= 11)	(n=11)	(n=47)
Don't know	17	0	3	20	71%	0%	100%	57%
No	4	7	0	11	17%	88%	0%	31%
Yes	3	1	0	4	13%	13%	0%	11%
	24	8	3	35	100%	100%	100%	100%

Based on your level of knowledge, what has the project done that you would regard as innovative?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
Note: no coding/ direct response	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Inclusive approach & building a network	7	3	1	11	35%	27%	33%	32%
No	7	3	0	10	35%	27%	0%	29%
Extensive consultation	2	4	0	6	10%	36%	0%	18%
Use of technology	2	1	2	5	10%	9%	67%	15%
Domestic and foreign experts	2	0	0	2	10%	0%	0%	6%
	20	11	3	34	100%	100%	100%	100%

The project works to a number of result areas. Based on your level of knowledge, how would you rank the projects progress against these result areas?	On track	slightly delayed	Behind schedule	Didn't start	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
					(n=25)	(n= 11)	(n=11)	(n=47)
Result 1 - Institutional mechanisms	12	6	6	2	33%	40%	75%	100%
Result 2 - Policy choices informed by knowledge,	13	4	1	0	36%	27%	13%	0%
Result 3 - Strategic support for the implementation	11	5	1	0	31%	33%	13%	0%
	36	15	8	2	100%	100%	100%	100%

Key criteria for project evaluation	Crucial /Very Important	Important	No specific importance	No opinion	Crucial/ Very important or Important	No specific importance/ no opinion	Total	Crucial/ Very important or Important (%)	No specific importance/ no opinion (%)
Relevance	18	3	0	0	21	0	21	100%	0%
Orientation to impact	18	6	0	0	24	0	24	100%	0%
Social Dialogue	18	4	0	2	22	2	24	92%	8%
Effectiveness	15	6		3	21	3	24	88%	13%
Sustainability	15	5	1	3	20	4	24	83%	17%
Efficiency	14	5	1	3	19	4	23	83%	17%
Gender equality	13	5	4	2	18	6	24	75%	25%
Environmental sustainability	7	11	3	3	18	6	24	75%	25%
International Labour Standard	14	0	5	5	14	10	24	58%	42%

Which group do you represent?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Others, please clarify				42	0%	0%	0%	50%
Practitioner	8	1	1	10	28%	11%	25%	12%
Government	2	5	0	7	7%	56%	0%	8%
Academic / researchers	5	1	1	7	17%	11%	25%	8%
Entrepreneur	5	0	0	5	17%	0%	0%	6%
ILO Staff	1	1	2	4	3%	11%	50%	5%
Funder	4	0	0	4	14%	0%	0%	5%
Trainer	3	0	0	3	10%	0%	0%	4%
Local authorities	0	1	0	1	0%	11%	0%	1%
United Nations Agencies	1	0	0	1	3%	0%	0%	1%
Workers organizations	0	0	0	0	0%	0%	0%	0%
Employer's organizations	0	0	0	0	0%	0%	0%	0%
	29	9	4	84	100%	100%	100%	100%

What is your gender?	Survey	Interviews	Webinar	Total	Survey (%)	Interviews (%)	Webinar (%)	Total (%)
	(n=25)	(n= 11)	(n=11)	(n=47)	(n=25)	(n= 11)	(n=11)	(n=47)
Woman	13	7	5	25	57%	58%	83%	61%
Man	9	4	1	14	39%	33%	17%	34%
Other	1	1	0	2	4%	8%	0%	5%
	23	12	6	41	100%	100%	100%	100%

Annex 5: Interview Guide and Evaluation Questions

Guide for interviews

I. Introduction to the Evaluation

- 1) Evaluation objectives;
- 2) Evaluation Period;
- 3) Criteria;
- 4) Roles of evaluation Manager and internal evaluator.

II. Summary of the evaluation methodology

- 1) Desk Review;
 - 2) Survey;
 - 3) Interviews;
- Principal of triangulation;
 - Use of individual data collected and confidentiality

III. Evaluation questions

IV. Conclusions

Interview Detail

Interviewee's identification

Name	Title	Institution	Gender	Main contacts
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Introduction

Dear participants, this interview is conducted in the context of the Mid-Term Evaluation (MTE) of an ILO project in South Africa called "Development of a Social Economy Policy in South Africa"

It is an opportunity to engage with the different stakeholders and get their contribution about the project implementation strength and weaknesses.

The data collected, are used in an anonymous manner, through trends

If you have any further question, please feel to joint any of the following ILO Staff.

M. Redha Ameur (ameur@ilo.org), ILO Internal Evaluator.

Interviews questions

- Question 1 Based on your knowledge of the project, what is the project doing well?
- Question 2 Based on your knowledge of the project, what is the project not doing well?
- Question 3 Based on your knowledge what could the project do differently?
- Question 4 Based on your knowledge, are you aware of a project Gender equality strategy?
- Question 5 Based on your level of knowledge, is the strategy and approach of the project still relevant to the country and its stakeholders?
- Question 6 Based on your level of knowledge, did the project make the correct assumptions about how to strengthen the social economy in South Africa?
- Question 7 Based on your level of knowledge, are the objectives of the project clear, realistic and likely to be achieved by June 2020?
- Question 8 What are the results achieved by the project?
- Question 9 Based on your level of knowledge, is the partnership with stakeholders effective??
- Question 10 Based on your level of knowledge, what changes in project strategy or implementation would you recommend, for the project to succeed
- Question 11 Based on your level of knowledge, is there adequate technical and financial resources for the project to be successful / be effective?
- Question 12 Based on your level of knowledge, are human resources allocated strategically to allow the project to be effective?
- Question 13 Based on your level of knowledge, is it likely that the project outcomes will generate a long-term positive change?
- Question 14 Based on your level of knowledge, does the project have a phase-out strategy in place?
- Question 15 Based on your level of knowledge, what has the project done that you would regard as innovative?

Question 16 The project works to a number of result areas. Based on your level of knowledge, how would you rank the projects progress against these result areas

Project results or themes	Work on track	Work slightly delayed	Work is behind schedule	Work didn't start	I don't have the information
<p>Result area 1 - Institutional mechanisms to drive and guide the social economy work.</p> <p><i>The project has a commitment to set up committees, such as the Intergovernmental Advisory Committee and an Expert Reference Panel.</i></p>					
<p>Result area 2 - Policy choices informed by knowledge, research and available evidence</p> <p><i>The project has a commitment to initiative and deliver research that supports the development of an informed, evidence driven policy development process.</i></p>					
<p>Result area 3 - Strategic support for the implementation of practical interventions that create impact</p> <p><i>The project has a commitment to identify social economy organizations, the barriers that they face, and to provide practical support.</i></p>					

Question 17 Rank which of these criteria you think are important to the policy project.

The ILO evaluation methodology focus on the following evaluation criteria

i) Relevance, ii) Effectiveness, iii) Efficiency, iv) impact, sustainability, v) Gender equality, International Standards, Social Dialogue, and Environmental sustainability.

Evaluation criteria	No specific importance	Important	Very Important	Crucial	No opinion/ Not applicable
<u>Relevance</u> Is the project meaningful? Does it respond to an important issue?					
<u>Effectiveness</u> Is the project delivered effectively?					
<u>Efficiency</u> Does the project use its resources well?					
<u>Orientation to impact</u> Is the project clear on its impact?					
<u>Sustainability</u> Does the project have continuity outside of its current structures?					

Evaluation criteria	No specific importance	Important	Very Important	Crucial	No opinion/ Not applicable
<u>Gender equality</u> Does the project have a focus on the empowerment and inclusion of women?					
<u>Environmental sustainability</u> Does the project focus on environmental sustainability					
<u>International Labor Standard</u> Does the project address labour standards (eg: Rights at Work)					
<u>Social Dialogue</u> Does the project have a consultative approach, with a focus on voices being heard?					

- Question 18:** Do you have any other thoughts on the project, for the project team?
- Question 19:** Which group do you represent?
- Question 20:** What is your gender?

Annex 6: Lessons learned and Good practices

ILO Lesson Learned Template	
<p>Project Title: Social Economy Policy Project</p> <p>Project TC/SYMBOL: ZAF1601MFLA</p> <p>Name of Evaluator: M. Redha Ameur</p> <p>Date: 22 October 2019</p> <p>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</p>	
Brief description of lesson learned (link to specific action or task)	Intensive consultation is a positive way to have stakeholder's buy-in, but this intensive level of internal communication needs to be maintained across the project phase, to avoid the feeling from some stakeholders that some conversations are taking place outside of the stakeholder forums.
Context and any related preconditions	<p>Through the survey, one key element highlighted by the participants was the inclusive engagement (42%), followed by continuous dialogue (16%). However, when requested to indicate what the project was not doing well, 17% indicated that the consultation process was too centered on Gauteng and 15% considered that there was not enough engagement with the first hand beneficiaries (social entrepreneurs, youth and in particular in rural areas). 15% also indicated that stakeholders are not kept informed enough. It could look like those evaluation are in contradiction. However, one potential explanation could be that the assessment are done <i>at different stages</i> of the project: a very active consultation at the initial stage, but when the policy formulation took place, some felt that they are not sufficiently informed. Some even requested the core team to share regular information, including limitation, not only good stories.</p> <p>Another element is that the project update to stakeholders didn't always reach out the targets audience on a timely manner due to some clearance issues.</p>
Targeted users / Beneficiaries	Project staff. Staff in charge of internal communication. Steering committee
Challenges /negative lessons - Causal factors	When consultation is a key structural element; it is fundamental to have a consistency in communication flow: Starting by an extensive communication is positively but must be maintain; otherwise, the project may face the challenge of some stakeholders feeling that at some stage, communication was broken. Better start small, and improve then start high and not be able to keep the communication through the project life cycle.
Success / Positive Issues - Causal factors	When maintain at a correct and consistent level; robust internal communication can avoid misunderstanding and lack of support
ILO Administrative Issues (staff, resources, design, implementation)	No specific impact on ILO Administrative issues. But highly recommended that one staff is in charge of ensuring consistency when it comes to communication flow (both internal and external)

ILO Emerging Good Practice Template

Project Title: « Social Economy Policy Project»

Project TC/SYMBOL: ZAF1601MFLA

Name of Evaluator: MR AMEUR REDHA

Date: 22 October 2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Making use of social media and collaborative tools (such as Flock, Sli-do, etc...) to organize workshops brings many interesting elements. Beyond reducing the ILO footprint in a workshop, it also allows more immediate data-driven conversation
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p><u>Relevant condition:</u> WIFI must be of good quality, sometime it is an extra option proposed by hotel. Ensure that majority of participants use smartphones, tablets and laptops, to ensure full participation or have a backup solution. To be able to have a data driven conversation, the workshop design need to anticipate the key guiding questions, the key stages when the facilitator need to pose and interact with the audience, and accept a very flexible design of the workshop flow.</p> <p><u>Limitation</u> is to use such a tool, for the sake of making the workshop fancy but not really to listen to the audience.</p>
Establish a clear cause-effect relationship	If facilitator are (on a regular basis) checking their assumption directly with the audience, then unconditionally, the flow of the workshop will not be rigid and participants will be able to assess the influence they had on the workshop and identify the extend of the influence (and its limit) of the facilitator. Which will encourage ownership
Indicate measurable impact and targeted beneficiaries	<p>Beneficiaries are of two type: ILO staff, or facilitator, and stakeholders (tripartite constituents, trainees)</p> <p>The first group trainers will ensure they are providing guidance, and technical assistance, but not influencing (or with limited influence).which should ensure giving more space to trainees and have them more engaged. Trainees will feel more in control of the workshop dynamic and may be more engaged. Second benefit would be that trainees will be probably able to remember more elements from the workshop; in particular those they have directly contributed to.</p>
Potential for replication and by whom	This approach is replicable by any trainers. It is a “way “of conducting workshop. One technical limitation is the access to the technological tools and the trainers capacities, both can be dealt with by having an Office approach (Software license, and training)
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	Not application
Other documents or relevant comments	No

ILO Emerging Good Practice Template

Project Title: « Social Economy Policy Project»

Project TC/SYMBOL: ZAF1601MFLA

Name of Evaluator: MR AMEUR REDHA

Date: 22 October 2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Having a team led by national Government with technical assistance from a UN agency is a very promising mechanism (if we compare with usual UN project structure), but this requires a clear division of labour and sustainability plan. Project design needs to ensure a limited influence of ILO in the flow as the tendency is to design a project in a very result based manner, while implementation never takes place according to plan. Even when Risk registers are designed, they rarely address all the potential risks; as some are sensitive and may have a direct link with key stakeholders. When ILO role is only to provide technical assistance, then that is what we are good at. No ILO staff will know the internal and sometimes informal processes, which at the end can have a huge influence in program implementation. It can probably be frustrating not to be driving a process when the title is project manager; however, if the division of Labour is clear and respected then the duo can deliver very high quality and sustainable results. This would replace the unnecessary and often systemic steering committee. Which are designed to serve project and get them deliver their expected outputs; rather than allow national beneficiaries to really have a decisional power over ILO technical assistance.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<u>Relevant conditions:</u> Division of labour needs to be absolutely clear on roles and responsibilities. Risk register needs to be extensively developed with participation of national stakeholders. <u>Limitation:</u> ILO Internal pressure (on delivery, result and ILO's visibility) must be factored in an appropriate manner; at the planning stage to ensure that planning is realistic and anchored in reality taking. Another limitation is that design must be guided by national agenda (neither Donor, nor ILO agenda and programming cycles). Planning should also consider stages to pause, reflect and review the project design, this is a fundamental condition to remain available to provide a relevant technical assistance. Interesting tools exist, such as the one designed by the Harvard Kennedy school contained in the "Problem Driven Iterative adaptation" course.
Establish a clear cause-effect relationship	If national partners actively lead an ILO technical team, then assumption, risk register and work plan will be accurate and will reflect real context; with the possibility to have alternative strategy in case, for example, of election and their potential influence on key stakeholder availability, etc..
Indicate measurable impact and targeted beneficiaries	National partners, if leading a technical ILO team will feel empowered and respected; while if ILO team is working, in parallel, then the risk to have two parallel dynamics simultaneously taking place; with the risk of sometime converging; and sometime diverging.

Potential for replication and by whom	All ILO project should seriously consider identifying existing governing structure that could “host” project as those structure will still be her after the end of the project life cycle. Ownership of the project design, implementation and follow up must be a fundamental element to clarify at the early stages of the project design.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	No
Other documents or relevant comments	No

