



Evaluation Summary



International
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Social and Solidarity Economy Policy Project -Final Evaluation

Quick Facts

Countries: *South Africa*

Final Evaluation: *January 2021– March 2021*

Evaluation Mode: *Independent*

Administrative Office: *DWT/CO Pretoria*

Technical Office: *DWT/CO Pretoria*

Evaluation Manager: *Ben Mang'eni*

Evaluation Consultant: *Cliff Bernard
Nuwakora*

Project Code: *ZAF/16/01/FLA*

Donor(s) & Budget: *Flanders Government
USD 1,562,095.50*

Keywords: *Social and Solidarity Economy
Policy, South Africa*

Background & Context

Summary of the project purpose, logic and structure

The objective of the project was to formulate a Social and Solidarity Economy Policy framework for South Africa that enables the development of a social economy that will contribute to decent job creation, social inclusion and environmental sustainability.

The intervention logic of the project was premised 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 optimize its growth and development.

The project strategy and main means of action hinged on stakeholder participation in the consultative processes, identification of what constitutes Social and Solidarity Economy Organizations and their contribution to mobilization of resources, opportunities for job creation potential.

Operationalization of the strategy entailed undertaking country wide consultations and appropriate research to inform interventions and creation of a community of practice and expert reference panel and mobilization of appropriate financial and human resources as well as establish appropriate institutional frameworks and building capacity within government agencies to continue with delivery of project results.

As consequence, Networks of practitioners were built, knowledge and expertise brought together to inform the drafting processes of green and eventually the SSE white papers that were a key turning point to project success.

Main means of action

This involved the appropriate mix of human, financial and institutional resources enable a broad and inclusive consultation process, informed and enriched with research and other evidence, and ably supported by a

community of practice to produce a clear, consistent and coherent Social and Solidarity Economy draft white paper Policy, which resonated with the methodology applied in this project.

The geographic coverage of the project was the Republic of South Africa. The management structure of the project include the Project Steering Committee, Management

The management structure of project

The project management is under the Social Economy Policy Unit (SEPU) in the office of the Chief Director Economic Development Department reporting to the Director General, who then reports to the Deputy Minister and Ministers office.

The ILO appointed an international Chief Technical Advisor (CTA) in 2017, who supports the EDD/dti team. The technical and advisory support provided by the CTA focuses on ensuring successful implementation and support of projects. The CTA is based both at the SEPU at EDD, and at the ILO Pretoria office. The position reports into the Director and is technically backstopped by the Senior Enterprise Specialist in the ILO Pretoria office.

The work of the Chief Director and the CTA is supported by a national project coordinator (NPC) in EDD/DTIC. A Finance and Administration Assistant completes the project team, based at the ILO.

Present Situation of the Project

Currently, the SSE project has reached end with no extension scope to facilitate a transition to adoption of the White Paper into a policy document to be implemented by government of South Africa. Apparently, arrangements are underway to put in place processes and procedures to ensure the policy

is debated in parliament, adopted by cabinet and roll-out for implementation.

Purpose, scope and clients of the evaluation

The purpose of the evaluation as per ILO requirements an integral part of the implementation of technical cooperation projects accountability, learning, planning, and building knowledge. The evaluation scope is from June 2017 – March 2021 in the Republic of South Africa with focus on all the planned outputs and outcomes and crosscutting themes of Gender and non-discrimination, Social Dialogue, International Labour Standards, HIV/AIDS, Climate Change, Good Governance, Sustainable Development and Children's Rights.

The targeted clients of the final evaluation were The Department of Trade, Industry and Competition, Other government agencies engaged with the project (Department of Environmental Affairs, National Treasury, and Public Works etc.), International Labour Organization, the donor- the Government of Flanders, Strategic partners including the Industrial Development Corporation and ILO constituencies.

Methodology of evaluation

The evaluation applied a majorly qualitative and to some quantitative data from secondary sources using the virtual interviews and desk review guides. 23 virtual interviews done and 27 stakeholders participated in the report validation process. Evaluation processes were phased as follows: (a) Kick-off meeting, inception and preliminary document review, (b) Virtual data collection, (c) in-depth document review and virtual consultations, (d) virtual validation workshop, (e) data analysis, and (f) reporting.

Major limitation to the evaluation was that the evaluation was conducted using virtual

means with a limited opportunity to undertake in-depth probing due to the COVID 19 situation. This was overcome by sharing in advance the interview guide with Key Informants before scheduled interview date.

Main Findings & Conclusions

The Social and Solidarity Economy policy project performed extremely well and delivered on the anticipated results the white paper due for presentation to Parliament for debate into the Social and Solidarity Policy.

i. Major internal conditions that affected positively on the project:

Relevance

- The urgent need to address unemployment and promotion of equality.
- Existing government programmes and preceding interventions that were in place to buttress the SSE
- Social and solidarity economy had matured and therefore need for regulation to enable it contribute much more to economy

Effectiveness

- Management, coordination and partnerships put in place by the SSE project were adequate to facilitate thorough oversight and guidance and implementation of plans that support delivery of the targeted outputs as prescribed in the project documents.

Efficiency

- Financial expenses were well managed in way the funds were expensed to ensure there was value for money. Human resource efficiency was exhibited in targeted recruitment of CTA with local knowledge and international expertise enabling better

delivery. Substitution of resigning staff was well done and recruitment of interns very much enhanced efficiency of delivery of results.

Sustainability

- There was adequate institutional infrastructure in government i.e. selection of IDC as the host institution and merger of EDD & DTIC to dtic; expert panels, Social solidarity fund and community of practice and project extension were aimed to ensure the results of the project are sustainable.

ii. Major internal conditions that affected negatively on the project's:

Relevance

- Inadequate time for project inception led to loss of time before project start

Efficiency

- A slow and late funds release from government to relevant departments was responsible for delayed implementation of some project activities.

Sustainability

- Flow of funds to relevant government departments to implement mandated activities of the SSE project reduced morale of part of personnel involved.

iii. Major external conditions that affected positively on the project's:

Relevance

- Need for the SSE project to contribute to international obligations and programming such as delivery of SDGs, Africa Agenda 2063, Abidjan declaration of 2019 and UN commitments by the project.

Effectiveness

- Technical support from ILO head office and learning from countries already promoting the social solidarity economy such as Tunisia

Efficiency

- Government of Flanders provided the most appropriate guidance and support in management of the project fund to ensure there is appropriate releases and value for money.

Sustainability

- Partnerships with Academia and community of practice form bedrock upon which the SSE project results are to be sustained.

iv. Major external conditions that affected negatively on the project's:

Effectiveness

- The Corvid-19 pandemic disrupted the project delivery on some outputs of the project that cost more time and money. Note the cost extension from 2020 to March 2021.

Efficiency

- Bureaucratic red tape of government processes focus on observing established protocols often delayed flow of funds and compromise of value for money on delivery of project outputs.

Sustainability

- Some interventions that could have augmented project sustainability are in silos and piece meal as opposed to program interventions such as law reforms and programme alignments to the project. Such circumstances did in a way undermine favourable conditions to sustain some project results.

Recommendations

1. Inception phase of a project should be given adequate attention to allow ample time to put in place a good quality team and hire the right people to manage the project.

Responsible	Priority	Time Implication	Resource implication
ILO and Government	High	Short-term	Low

2. Government should streamline bureaucracy so as to ease budgetary releases from treasury to ministries and departments as a way of ensuring financial resources meant for project activities are released on time to enable projects meet deadlines upon which they should deliver on its results.

Responsible	Priority	Time Implication	Resource implication
Government & Steering Committee	High	Mid-term	Low

3. The Government should establish and fund fully fledged research undertakings under dtic to coordinate and conduct more research on social economy.

Responsible	Priority	Time Implication	Resource implication

Government & Steering Committee	High	Mid-term and long-term	Medium
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4. There should be a focused attention and support to women, PWDs and the marginalised, youth and unemployed youth business initiatives and job opportunities to enable them benefit in social economy.

Responsible	Priority	Time Implication	Resource implication
ILO, Government & Steering Committee	High	Short-term	Low

5. The government working hand in hand with Parliament should expedite legal reforms aimed at supporting the policy implementation.

Responsible	Priority	Time Implication	Resource implication
Government, ILO and Steering Committee	High	Short-term	High

6. There should be multi-media communication strategy continuously rolled out to enhance wide publicity of the Social and Solidarity Policy.

Responsible	Priority	Time Implication	Resource implication
Government, Steering Committee	High	Mid-term	High

7. There is need for the government and ILO to widely publicise and share research findings about the social and solidarity economy to enhance a wide understanding of what it is as well as what achievements have been realised in the promotion of the sector.

Responsible	Priority	Time Implication	Resource implication
ILO, Government & Steering Committee	High	Short-term	High