TERMS OF REFERENCE

MID-TERM EVALUATION OF THE
EMPOWERMENT OF WOMEN ENTREPRENEURS PROJECT IN SOUTH AFRICA
(January 2013 to August 2014)

August 2014
South Africa Multi-Country Office
1. Background, Purpose and Use
UN Women is grounded in the vision of equality enshrined in the Charter of the United Nations. UN Women work entails the elimination of discrimination against women and girls and promotion of equality between women and men. Placing women’s rights at the centre of all its efforts, UN Women also leads and coordinates the efforts of the United Nations System to ensure that commitments on gender equality and gender mainstreaming translate into action.

In reaching its mandate, UN Women provides strong and coherent leadership in support of Member States’ priorities and efforts in promotion of gender equality. UN Women builds effective partnerships with Civil Society as implementing partners in support of government’s effort to attain gender equality. UN Women also partners with private sector in objectives that are geared towards furtherance of gender equality.

In pursuit of its mandate, UN Women has partnered with The Coca-Cola Company (TCCC) in a programme aimed at empowering women. The programme fits within the economic empowerment flagship area of UN Women and in TCCC’s 5 By 20 Strategy which aims to empower five million women by 2020. The UN Women-TCCC Partnership has culminated into three projects that are implemented in three countries; Egypt, Brazil and South Africa. In South Africa, Empowerment of Women Entrepreneurs’ (EWEP) is the project under this partnership.

This evaluation is a mid-term evaluation whose main purpose it to provide an overall assessment of the project with regard to progress made, what worked, and what did not work and recommend strategies that could enhance the overall results in the remaining life of the project. The evaluation will make recommendations that will be used to enhance results in the remaining timeframes of the project as well as inform current or future similar projects and/or partnerships.

2. Context of the Intervention
South Africa has ratified the main international and regional women’s rights protection instruments and has aligned the Constitution and the national laws with these commitments in respecting the principle of equality between women and men. Gender equality, as it is enshrined in the Bill of Rights and is domesticated within national legislation, is guided by a range of international human and women’s rights instruments, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and its Platform for Action (BPFA) and the Millennium Development Goals (MDGs).

Despite having an enabling legal and policy environment and a relatively developed economy, development challenges persist as acknowledged by the National Development Plan (NDP, 2014). South Africa has one of the world’s highest inequalities with Gini coefficient indicating that wealth exists alongside extreme levels of poverty. Macro-economic indicators show that a substantive proportion of the population lives in poverty. About 43% of South Africans live on less than $2

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dollars a day\(^1\) and 23% of the population lives below the national poverty line\(^2\). According to Statistics South Africa, unemployment rate has been rising over the years.

A study conducted by the International Finance Corporation on Women’s Access to Finances in South Africa found that black women only constitute 14% of the formally employed compared to white women (34%) black men (21%) and white men (43%) despite a labour force participation rate of 73% against that of white women\(^3\).

South African government has initiated numerous interventions that seek to bridge inequality, create employment opportunities and combat poverty. Among these measures is support targeted at small businesses which are seen as engine of growth for the economy.

Despite the existence of such support and research indicates that there has been significant stride in supporting entrepreneurs, major challenges still persist. The failure rate of new SMEs in South Africa is amongst the highest in the world at 75%. Consequently, the survival of small enterprises is minimal despite the supportive environment available to entrepreneurs relative to other countries in Africa.\(^4\)

The EWEP project is aimed at empowering women entrepreneurs at micro level in order to enable the women to overcome barriers that hinder them from running more successful businesses that yield higher returns and contribute to better livelihoods. Female entrepreneurs in South Africa commonly face the following barriers that can hinder the growth and sustainability of their businesses:

- Lack of access to financial products
- Lack of access to business literacy, managerial and financial management skills
- Poor information on regulatory environment
- Limited access and information on government support programmes and other mechanisms such as entrepreneurial networks
- Limited female role models through whom they can learn new skills and derive motivation and inspiration to become active agents in changing their circumstances.

The partnership between UN Women and The Coca-Cola Company (TCCC) offers opportunity to address some of the challenges mentioned above. The project targets women running micro and small businesses primarily in the retail sector. The project seeks to build capabilities of women to contribute to business development, growth and sustainability through training, mentorship and networking. In addition, the project will seek to create a greater public awareness of women’s


\(^2\) See Access to Finance for Women entrepreneurs in South Africa: Opportunity and Challenges Accessible at:

capability as entrepreneurs, business owners and mentors as well as influence government’s policy and practice.

The project is being implemented over duration of three years. Implementation commenced in 2013, initially covering sections of Gauteng and Northwest Province. In 2014, the project has scaled up to include sections of Mpumalanga and Eastern Cape Province. The intention is to scale up the project to other provinces in South Africa. The project is implemented in partnership with a NGO partner called Hand in Hand Southern Africa where the trainers and grassroots coordinators are placed in the NGO.

3. Description of the Intervention (project/programme)

The key strategies in implementing the project are (1) training (2) post training follow-up support (3) networking. These strategies were designed such that there are three complimentary packages which allow women to acquire skills through training and also be supported to implement what they learn practically in their own businesses. The women are also supported to form peer support groups which promote and augment their efforts for better synergies. The strategies are detailed below.

Training

Training is administered in small groups clustered in different geographical areas. Participants in the training are drawn from communities where training is carried out. Training is interactive and mainly experiential requiring participants to share real life experiences that are utilized as case studied to elaborate issues. Content of training is structured in form of training modules covering the following areas;

Managing finances
- Business opportunity identification and enterprise planning
- Managing enterprises
- Growing your enterprises

Training is conducted by trainers who are assigned different geographical areas and are supported by coordinators attached to their geographical areas.

Post training follow-up support

Subsequent to group trainings, participants are required and supported to apply what they have learnt in the trainings in running their businesses. Rather than a theoretical examination, participants are supported to develop individualized action plans based on an analysis of their businesses and lessons learned. The post training support necessitates individual follow ups to support participants in applying learnt skills.

Peer support groups

Participants are encouraged and supported to form peer support groups (PSG). The broad purpose of PSGs is to (1) provide opportunities for peer networking and learning to aid application of knowledge through trainings or other opportunities (2) share ideas and stimulate progressive thinking/behavior that promotes individual, household or community empowerment (3) promote collective approach to constructively address common barriers and challenges (4) where possible,
pursue group owned businesses/enterprises (promoted only where members build a vision and demonstrate feasibility of the enterprises). The project trains group members to run their peer support groups professionally.

4. **Scope of the evaluation**

This is a mid-term evaluation which aims to assess the progress of the project since inception; distil lessons to improve subsequent changes and make recommendations.

The evaluation will commence in September and be completed within two months after commencement.

The evaluation is participatory and will therefore involve engaging stakeholders including the implementing partner, The Coca-Cola South Africa and government departments.

The EWEP project has a steering committee comprising of UN Women, the Coca-Cola Company and Hand in Hand South Africa. Members of the steering committee have committed time to support evaluation including facilitating access to relevant people in their respective organization in the evaluation and are readily available to support evaluation needs. Data on project beneficiaries is easily accessible through a management information system that has been developed specifically to cater for the monitoring and evaluation needs of the project. The database can be used for a range of purposes including understanding the population dynamics of beneficiaries, the progress beneficiaries are making in their businesses among other appropriate uses.

5. **Evaluation Questions**

The evaluation will therefore cover the following key areas and respond to the following evaluation questions:

**Evaluating relevance:**
- Whether the partners, target groups and beneficiaries consider that the project contributed to gender equality and women’s empowerment.
- Whether project objectives addressed identified rights and needs of the target group(s) in national and local contexts.
- Do the activities address the problems identified?
- Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

**Evaluating effectiveness:**
- What progress has been made towards the achievement of the expected outcomes and expected results? What are the results achieved?
- Reasons for the achievement or non-achievement?
- To what extent have beneficiaries been satisfied with the results?
- To what extent capacities of gender equality advocates have been strengthened?
- To what extent do the intended and unintended benefits meet the needs of disadvantaged women and girls?
Evaluating efficiency:
- Have the outputs been delivered in a timely manner?
- Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- Have UN Women’s organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?

Evaluating sustainability:
- The likelihood of the benefits from the project being maintained after the project finishes
- Is the project supported by national institutions? If so, do these institutions demonstrate leadership commitment and technical capacity to continue the efforts and activities supported by the project and/or replicate them?
- How far are the requirements of national ownership satisfied?
- What operational capacity of national partners, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?

Evaluating impact:
- What are the intended and unintended, positive and negative, long term effects of the project?
- To what extent can the changes that have occurred as a result of the project be identified and measured?
- Is there evidence that the project enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?
- To which extent efforts have been successful to stop harmful and discriminatory practices against women?

6. Information Sources
The Evaluator will have access to a number of information sources including the following:
- Project document and log-frame
- Project quarterly and annual reports
- Minutes of project steering committee
- Quarterly reports of implementing partner
- Presentations made to stakeholders
- Presentations and documentation of engagements with project stakeholders
- Records and documentations of project launch event held in March 2014
- Government policy frameworks including the National Development Plan, Informal Sector Strategy etc.
- Management Information System for the Project which holds the data on the beneficiaries in the project
- Local project team and organizations working on the project i.e. UN Women, Coca-Cola South Africa and Hand in Hand
7. Evaluation Approach, Process and Methods

United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN system and the UNEG Ethical Guidelines and Code of Conduct will be the main guiding principles of the evaluation process. The evaluation report including management response to recommendations made will be disclosed publicly through the UN Women Global Accountability and Tracking of Evaluation Use (GATE) System. The final evaluation approach and methodology will be designed in consultation with the Evaluation Steering Committee.

The evaluation exercise will be consultative and participatory, entailing a combination of comprehensive desk reviews, interviews, observations, focus groups, and site visits. While interviews are a key instrument, all analysis must be based on observed and verifiable facts to ensure that the evaluation is sound and objective. The evaluation will be utilization-focused and gender and human rights responsive. The complementary mixed methods approach will be deployed to ensure that the evaluation:

- responds to the needs of users and their intended use of the evaluation results;
- provides both a substantive assessment of the projects results, while also respecting gender and human rights principles throughout the evaluation process, allowing for the participation and consultation of key stakeholders (rights holders and duty-bearers) to the extent possible;
- utilizes both quantitative and qualitative data collection and analysis methods to enhance triangulation of data and increase overall data quality, validity, credibility and robustness and reduce bias. Evaluation should consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders;
- considers complementary data collection instruments and methods for example interviews, observations, focus groups, and site visits.

The evaluation is planned to be conducted in 15 working days in the months of September and October 2014. The 15 working days are broken down as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>No of Days and proposed dates</th>
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<tbody>
<tr>
<td><strong>Stage 1:</strong></td>
<td>5 days</td>
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<tr>
<td>- Briefing with UN Women and key role players</td>
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<tr>
<td>- Preparation for the evaluation, documentation review, work plan and methodology finalization</td>
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<td>- Meetings with stakeholders, preparation of inception report.</td>
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<td><strong>Stage 2</strong></td>
<td>1 Day</td>
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<tr>
<td>- Presentation of inception report and data collection tools to UN Women and key stakeholders</td>
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<td><strong>Stage 3:</strong></td>
<td>5 days</td>
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<tr>
<td>- Field visit for data collection</td>
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<tr>
<td>- Data analysis and draft report writing</td>
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8. Stakeholders’ Participation

Guided by UN Women’s evaluation principles, this evaluation shall involve all relevant stakeholders throughout the evaluation process. The key stakeholders of this evaluation shall actively take part in the evaluation from the inception of these terms of reference until the final dissemination of the evaluation results. They shall review these terms of reference to ensure the feasibility and scope of the evaluation. They shall review the draft report and final reports, provide feedback and contribute to the recommendations. They shall provide continued support to the consultant in terms of facilitating information-gathering, data-collection, and interview and meeting set-up with project partners, donors and the target community. They shall also take part in the evaluation-related activities (meetings, interviews, etc.) as required.

The key stakeholders of this evaluation who should be involved in depth area in all phases of evaluation as described above are:

- UN Women South Africa (particularly, Senior management and Project Manager): in-depth interview
- Coca-Cola South Africa (particularly, head of Public Affairs and Head of Franchise and 5 By 20 Programme): in-depth stakeholder/partner interview also part of steering committee/reference group for evaluation
- The Coca-Cola Bottlers: interview/ reference groups
- Hand in Hand Southern Africa: stakeholder/partner interview, reference group, gatekeeper to community/grass-root levels

Other stakeholders who should be involved but not necessarily at in all phases of evaluation are:

- Government (Department for Women, Department of Trade and Industry, Department for Small Business Development): stakeholder interviews
- The Coca-Cola Bottling Companies: strategic partner of The Coca-Cola Company in the company’s commercial structure: interviews
- Women impacted by the project: focus group discussions, review the management information system, limited number of in-depth interviews
- IPSOS: This is a partner of The Coca-Cola Company that has undertaken some baseline assessment of women in the project and are have been contracted to do further research. They may provide input on their perspective and findings

9. Expected Products

Below are the deliverables that UN Women expects from the consultant
a) **Deliverable 1:** An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, work plan and reporting requirements. It should include a clear evaluation matrix relating all these aspects and a desk review with a list of the documents consulted.

b) **Deliverable 2:** Draft evaluation report which should be delivered with adequate time to allow stakeholder for discussion of the findings and formulation of recommendations as per the proposed timelines.

c) **Deliverable 3:** Power point presentation of preliminary findings to the evaluation reference group and then to the key stakeholders. The comments made by key stakeholders should inform the final report.

d) **Deliverable 4:** Final evaluation report which should be structured as follows:

- Title Page, table of contents, acronyms
- Executive Summary
- Programme Description
- Purpose of the evaluation
- Evaluation methodology Findings
- Lessons learnt
- Recommendations
- Annexes (should include anonymous interview list, data collection instruments, key documents consulted, terms of reference)
- All draft documents, products, material and content will be submitted to UN Women

The products are to be delivered in English.

10. **Evaluation team composition, skills and experience**

The evaluation will be carried out by an independent consultant who possesses the following skills and experience:

- A Master’s degree in monitoring and evaluation, gender studies, development studies or social sciences;
- Strong understanding of gender equality, human rights and women’s empowerment programming of UN agencies and development partners as demonstrated by experience in successfully designing, implementing or evaluating donor funded programmes with a focus on gender equality and women’s empowerment;
- Extensive experience and knowledge in conducting evaluations using mixed method approach (quantitative and qualitative methods)
- Demonstrable experience in data analysis;
- Demonstrable knowledge and understanding of Results Based Management methodologies as demonstrated by past experiences and/or qualifications;
- Excellent communication skills in English both verbal and written, and strong presentation skills;
- Knowledge and/or experience working on programmes funded by or implemented by private sector constitute an added advantage
The evaluator(s) are required to submit two or three examples of evaluation reports recently completed when responding to Terms of Reference.

The independence of the Evaluator is outlined by the UNEG Norms and Standards as well by the UN Women Evaluation Policy. According to the UN Women Evaluation Policy, evaluation in UN Women will abide to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the UN Women Evaluation Policy are publicly available under http://www.unwomen.org/en/about-us/accountability-and-evaluation/evaluation.

11. Management of the Evaluation
UN Women SA-MCO will take the lead in the management of this evaluation, with the Project Manager coordinating the process to ensure that the evaluation terms of reference are fully satisfied. The Project Manager will also oversee the development of the evaluation report and coordinate work with the Evaluation Reference Group and relevant stakeholders.

However, the evaluation reference group comprising of UN Women, Coca-Cola South Africa and Hand in Hand will be the main sounding board with regard to substantive matters.

The Evaluation Reference Group will provide support for the evaluation at the highest level. They will meet on a regular basis to review progress and provide orientation to the implementation to the evaluation. UN Women will convene and chair the meetings. The role of the group will not lead to influencing the independence of the evaluation, but rather to ensure a robust and credible evaluation process.

The Evaluator will be responsible for logistics: travel, office space, administrative and secretarial support, telecommunications, printing of documentation, etc. They will also be responsible for the dissemination of all methodological tools such as questionnaires, conduct of interviews; group discussions etc. UN Women will facilitate this process to the extent possible by making the necessary introductions and providing contact information such as email addresses and phone numbers.

Applications should be sent to jabulile.makunyane@unwomen.org and include ‘Application for Mid-term Evaluation Consultancy’ in the subject line. Applications should include a motivation letter, a detailed Curriculum Vitae, financial proposal and work samples of recent evaluation reports prepared by the consultant. UN Women reserves the right not to make the appointment.

Applications should be sent no later than 9 September 2014.

12. Ethical code of conduct

‘Disclaimer: any material arising from the consultancy shall be the property of UN Women and cannot be used without written consent of UN Women.'