



# ► Terms of Reference: Consultant / Service Provider

*The International Labour Organization is seeking a Service Provider to document the process and practices followed to developing the Social and Solidarity Economy Policy White Paper*

*Deadline for applications: 12 April 2021 (23:59 South Africa Time)*

*\*Contracting will be with registered entities and not individuals\**

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## 1 PURPOSE

- 1.1 The purpose of the consultancy is to collate, analyse, report and give recommendations on the process and practices followed in developing the Social and Solidarity Economy Policy White Paper. This will involve:
- Reviewing relevant project documentation
  - Conducting interviews with the project team and partner-agencies on processes and practices followed
  - Documenting the process
  - Analysis of the process followed
  - Comparing the process to international best practice
  - Drawing conclusions on the rigour of the process
  - Making recommendations on how policy development can be strengthened for the South African context

*Note. This is not an evaluation of implementation.*

## 2 BACKGROUND

- 2.1 Globally, there is recognition that the social and solidarity economy can address social challenges innovatively, create jobs, bring dynamism and entrepreneurial flair to the social space, and shift economic values from profit-seeking towards co-operation and mutual care.
- 2.2 However, in most contexts, including South Africa, the ability of the social and solidarity economy to grow strongly is hampered by ecosystem challenges such as weak access to markets, incomplete or contradictory regulatory frameworks, and a shortage of appropriate venture finance.
- 2.3 The South African Government is committed to growing the potential of the social and solidarity economy in an integrated and systematic manner. The New Growth Path (NGP), adopted in 2010, identified development of the social and solidarity economy as a pillar of the national development strategy.
- 2.4 The Decent Work Country Programme (DWCP) drawn up by workers' and employers' organisations, community and government, in consultation with the International Labour



Organization (ILO) and governed by the National Economic Development and Labour Administration Council (Nedlac), has identified the development of the social and solidarity economy as a strategic means leading towards the creation of jobs in sustainable enterprises.

- 2.5 The Department of Trade, Industry and Competition (dtic), together with partners such as the International Labour Organization (ILO) and the Industrial Development Corporation (IDC) are currently developing a policy framework for the social and solidarity economy.
- 2.6 A draft green paper was publically launched in February 2019. It was developed from a number of research papers, and followed public engagement and expert workshops.
- 2.7 The purpose of the draft Green Paper on the Social and Solidarity Economy is to provide a coherent approach towards the development of this sector, which consists of economic activities that build solidarity, social inclusion and cohesion whilst addressing social and environmental needs. A spectrum descriptor is adopted in the Green Paper to define the sector – wherein the Social and Solidarity Economy includes Non-Profit Organisations (including non-profit trusts, non-profit companies and other associations of persons), Stokvels, Cooperatives (including Cooperative Finance Institutions) and Social Enterprises.
- 2.8 The draft Green Paper was publically consulted on in 2019, with n=766 people attending sessions in the nine provinces. Two expert reference panels were convened during the policy writing process, and reporting to Nedlac was through the Decent Work Steering Committee.
- 2.9 In 2020, consultation continued through a webinar series, which led to further adaptations to the draft Green Paper. The green paper received its provisional Social and Economic Impact Assessment approval, which means that the document can now be submitted to political structures for consideration.
- 2.10 The purpose of this assignment is to appoint a researcher who will collate, analyse and report on the processes and practices followed in developing the Green Paper and its transition to a White Paper. This will involve:
  - Reviewing relevant project documentation
  - Interviews with project team and partner-agencies on processes and practices followed
  - Documenting the process followed
  - Analysis of the process followed (and comparison to examples of policy development good practice)



- Drawing conclusions on the process
- Making recommendations on how policy development can be strengthened for the South African context

### 3 OBJECTIVES

3.1 The objective of the assignment is to:

3.1.1 Collate, analyse and report on the *processes and practices followed* in developing the Green Paper and its transition to a White Paper.

3.1.2 In documenting the processes and practices followed, it is expected that the report can be draw conclusions informing Good Practice, articulating lessons learned and making recommendations that will strengthen future policy development processes.

### 4 METHODOLOGY

4.1 The applicant should submit a proposal that is fully responsive to the terms of reference and outlines a detailed, well thought and articulated methodological approach and analytical framework, that will be applied to undertake this assignment.

4.2 The proposed approach must specify the appropriate research design including where and how relevant information/data will be collected and how it will be analysed.

4.3 Should interviews be proposed a list of potential interviewees is included in Annex 1. These interviews can be done either face to face or through online means (Zoom / MS Teams etc.). Considering COVID-19, online interviews are currently recommended.

### 5 SCOPE OF WORK

The purpose of the assignment is to present a report that collates and analyses the process and practices followed in delivering a Green Paper / White Paper, with a view of making recommendations to inform Good Practice for policy development. Suggested section headings for the report are

Opening Statement	Outlines the objectives of the study, acts as a guide for the reader on what is contained in the report, and motivation to read it
Executive Summary	Summarises the key points of the document, including context, methodology, analysis, conclusions and recommendations.



Introduction	Introduces context, definitional terms, rationale and objective of the study
Methodology	Outlines the approach taken in the report, what was done to answer the objectives, the research approach, and the process for analysis. This would include the analytical framework and good practice approaches.
Analysis	
Presentation of results	Presents the results of the study
Recommendations	Describes the actions that are recommended based on the evidence gathered.
Conclusion	Summarises the relevance of the findings and next steps
Referencing (APA 6 referencing is required)	
Annexes	

5.1 The scope of work is likely to include (but is not limited to) the following activities:

Activities	Description
Reviewing relevant project documentation	For example: <ul style="list-style-type: none"> <li>• Project goals and intentions</li> <li>• Type of stakeholder events held, their objectives, appropriateness of research commissions etc.</li> <li>• Consultation strategy and approach</li> <li>• Processes followed to reach stakeholders</li> <li>• Feedback from events</li> </ul>
Interviews with project team, partner-agencies, and a sample of participants in governance structures, on processes and practices followed	Interviews with project team and stakeholders (IDC, ILO, Treasury, Flanders, Governance structures etc.) to understand decisions taken and what informed the approach.
Documenting the process	Collating information and documenting key milestones and rationale underpinning the process.
Analysis of the process followed (comparison to examples of policy development good practice)	Analysis of the approach. Comparison to examples of policy good practice
Drawing conclusions on the process	
Making recommendations on how policy development can be strengthened for the South African context	Lessons learnt: Recommendations to inform future policy makers in South Africa.
Referencing is APA	
The <a href="#">ILO House Style Manual</a> is to be used for formatting and layout	



## 6 DELIVERABLES AND OUTPUTS

6.1 The deliverables should be read and understood in conjunction with the scope of work and are summarised as follows:

Phases	Activities	Outputs	Timeframes
Phase 1.	<ul style="list-style-type: none"> <li>Briefing</li> </ul>	<b>Submitted Workplan</b>	Project Week 1
Phase 2.	<ul style="list-style-type: none"> <li>Data collection</li> </ul>	<b>Progress report</b>	Project Week 2
Phase 3.	<ul style="list-style-type: none"> <li>Interviews</li> <li>Data collection</li> </ul>	<b>Interviews completed</b>	Project Week 3
Phase 4.	<ul style="list-style-type: none"> <li>Report/s Submission for review: 1</li> </ul>	<b>Submission of Draft Report 1</b>	Project Week 4
Phase 5	<ul style="list-style-type: none"> <li>Report/s Submission for review: 2</li> </ul>	<b>Submission of Draft Report 2</b>	Project Week 6
	<ul style="list-style-type: none"> <li>Proofing and layout</li> </ul>		
	<ul style="list-style-type: none"> <li>Validation workshop</li> </ul>		Project Week 7
Phase 6	<ul style="list-style-type: none"> <li>Final Submission</li> </ul>	<b>Submission of Final Report (proofed and edited)</b>	Project Week 8
Phase 7	<ul style="list-style-type: none"> <li>Project Close</li> </ul>		Project Week 10

Minutes of all meetings done in a table format with key discussion and actions, together with copies of all presentations relating to this work will be required throughout the phases of the assignment.

## 7 QUALIFICATIONS, EXPERIENCE AND EXPERTISE

7.1 The Partner should propose a well-qualified and experienced individual/ team which meets the following requirements

7.1.1 The team leader must have a post graduate qualification (preferably at Masters level) in social sciences, development studies, economics, entrepreneurship or business management; and a demonstrated track record in conducting analytical research reports. Experience of policy analysis is an advantage.

7.1.2 If a team is proposed, it is recommended that the other members have as a minimum: a degree



in social sciences, economics, business management or related fields; with practical experience in applied social science and policy analysis.

7.2 The applicants should have the ability to

- Bring together multiple sources of information, and present them in a comprehensive way, without losing meaning.
- Able to work remotely (with necessary technology tools and data access), under pressure and to tight deadlines
- Be detail oriented, able to problem solve and resolve issues
- Excellent English, with strong analytical and writing ability

## 8 BID EVALUATION

8.1 Each of the bids will be assessed against the following framework:

No.	Criteria	Weighting	Rate (0-5)	Total Score
1.	<b>Qualifications and experience of proposed key staff</b>			
	Team’s Qualifications & Relevant Experience	<b>20</b>		
2.	<b>Methodology and research models</b>			
	Methodology assessment (does the method proposed align with the outcomes of Terms of Reference? Good practice guidelines identified etc.)	<b>20</b>		
3	<b>Implementation Plan and Capacity to Deliver</b>			
	Partners interpretation and understanding of the ToRs	<b>20</b>		
	Project implementation plan	<b>20</b>		
	Budget	<b>20</b>		
	<b>MAXIMUM POINTS</b>	<b>100</b>		



## 9 APPLICATION PROCESS

- 9.1 All applications are to be submitted by e-mail by **12 APRIL 2021, 23:59, South Africa time.**
- 9.2 E-mails are to be sent to the following addresses, with delivery receipts enabled. All e-mails received will be acknowledged. The TOR you are responding to should be the subject heading:

[krige@ilo.org](mailto:krige@ilo.org) / [tabane@ilo.org](mailto:tabane@ilo.org) / [segreenpaper@thedtic.gov.za](mailto:segreenpaper@thedtic.gov.za)

- 9.3 It is recommended that the proposal respond to the Bid Evaluation matrix, and should outline

9.3.1 Understanding of the assignment and what is required to make this successful

9.3.2 Applicants must submit CV's of all proposed key staff in the following format:

**1<sup>st</sup> Column:** Name and position / role if applying as part of a team

**2<sup>nd</sup> column:** Relevant qualification(s) and courses completed relating to this application

**3<sup>rd</sup> column:** number of years' relevant experience indicated in numerical format;

**4<sup>th</sup> column:** case studies / examples of work to prove relevant experience and knowledge in field of expertise.

Name and ID number of key staff member/s	Relevant qualification(s) and courses successfully completed	Number of years' relevant experience in <u>numerical</u> format (Only indicate the number of years performing this specific work / services).	Only relevant case studies / evidence of experience. Examples of work or references to prove experience and knowledge in field of expertise.
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9.3.3 Draft proposed work plan and

9.3.4 Budget in ZAR with USD conversion. The exchange rate that will be used is ZAR1=USD14.93

9.4 Applicants must be registered entities (and not individuals).

9.5 A review panel convened by the ILO will assess the submitted proposals against these criteria and overall value for money.





## 10 PAYMENT ARRANGEMENTS

- 10.1 Only registered entities will be contracted
- 10.2 First payment of 30% of total contract sum upon signature of contract and submission of final (approved) work plan
- 10.3 Second payment of 30% upon submission of draft report with supporting documents (Phase 4: Report 1)
- 10.4 Final payment of 40% upon submission of final report with supporting documents (minutes of meetings and actions, draft text and input to sectoral master plan) (Phase 7: Project Close)

## 11 REPORTING AND SUPERVISORY ARRANGEMENTS

- 11.1 ILO is leading the delivery of this assignment, and all reporting will be into the ILO. The focal point is Kerry Krige ([krige@ilo.org](mailto:krige@ilo.org)). All deliverables must be submitted by e-mail.
- 11.2 All data is to be kept confidential. All information relating to this study, including any copyright or ownership of documents generated during the process, is owned by the ILO and more broadly, the project partners (dtic, Government of Flanders).

## 12 CONTACT DETAILS

All queries relating to this assignment must be sent to Kerry Krige and Chriselda Tabane:

Kerry Krige  
[krige@ilo.org](mailto:krige@ilo.org)

Chriselda Tabane  
[tabane@ilo.org](mailto:tabane@ilo.org)



### 13 ANNEX 1:

Possible interview list:

IDC	X2 People
ILO	X2 People
dtic	X2 People
Treasury	X1 Person
Flanders	X1 People
Expert Reference Panel 1 (sample)	X2 People
Expert Reference Panel 2 (sample)	X2 People
Inter-Governmental Advisory Committee (sample)	X2 People
Participants in consultation process	X4 People
Additional interviews (as required)	X2 People
<b>Estimated number of people to be interviewed</b>	<b>20</b>

ENDS