



The Presidency, Republic of South Africa  
Department of Performance Monitoring  
and Evaluation



Department of Military Veterans

## Terms of Reference for Diagnostic Evaluation of the Empowerment and Skills Transferability Programme

**RFP / Bid number:** Evaluation 13/0856

**Compulsory briefing session**

Date: 5 June 2013

Time: 11.30-13.00

Venue: Room 164, East Wing, Union Buildings

**Bid closing date: 19 June 2013, at 12:00**

Please note that security procedures at the Union Buildings can take up to 30 minutes.  
The service provider must provide an electronic version of proposal and 6 hard copies.

### 1 Background information and Rationale

The mission of the Department of Military Veterans is to facilitate delivery and co-ordinate all activities that recognise and entrench the restoration of dignity and appreciation of the contribution of Military Veterans to our freedom and nation building. One of the vehicles to meet this vision and mission is the Empowerment Programme, which aims to provide skills development, employment creation as well as services to honour contributions made by military veterans. Military veterans have acquired significant skills over years. These skills are however not recognized and/or easily transferable to the civilian setting. This Programme aims to develop instruments and/or tools to recognize the learning that military veterans have acquired in a military setting and translate them to a civilian setting, and allow for quantification and recognition of that experience to facilitate access to employment opportunities.

### 2 Guiding Principles

The evaluation proposal from the service provider should be compliant with the following principles shown in **Box 1** below:

**Box 1: Guiding principles in evaluation from the Policy Framework for the GWMES**

- Evaluations should be development-orientated and should address key developmental priorities of Government and of citizens.
- Evaluations should be utilisation orientated.

- Evaluations methods should be sound.
- Evaluations should advance Government's transparency and accountability.
- Evaluations must be undertaken in ways which are inclusive and participatory.
- Evaluations must promote learning.
- Evaluators display honesty and integrity in their own behaviour, and attempt to ensure the honesty and integrity of the entire evaluation process.

The evaluation should also comply with the National Evaluation Policy Framework and should follow standard guidelines issued by the Department of Performance Monitoring and Evaluation (DPME), where these are available. The Policy Framework and the guidelines will be made available to the service provider during the briefing session.

### **3 Purpose of the Evaluation**

The evaluation will focus on a diagnostic assessment of how military veterans should be re-integrated into and influence civilian life which will inform the development of an Empowerment and Skills Transferability and Recognition Programme.

### **4 Evaluation Questions**

- 4.1 What are the current skills and competencies of military veterans?
- 4.2 How many military veterans have obtained portable skills? Have they received any career counseling? If so, how many have received this counseling?
- 4.3 How many military veterans are in secure employment? How many are self-employed/ established successful enterprises?
- 4.4 Is the current policy for military veterans adequately addressing their needs? Are there challenges experienced in implementing this policy? If there are challenges, how can it be improved?
- 4.5 What should be the strategy for recognizing prior learning and transferability of skills for military veterans?
- 4.6 What should be the strategy for increasing the employability of military veterans?
- 4.7 How effective are the current institutional arrangements in the provision of products and services to military veterans and their dependents?
- 4.8 What community initiatives are in place that have the potential to improve the social integration of military veterans? Which initiatives are military veterans already involved in? and what can the military veterans do to uplift the community?
- 4.9 What are the implications for the theory of change and logic model that should inform the Military Veterans' Economic Empowerment and Skills Transferability and Recognition Programme?

### **5 Scope of the Evaluation**

- 5.1 The scope of the evaluation will focus on military veterans who rendered military service to any military organisations within the Republic of South Africa, irrespective of their party political and/or association affiliation.
- 5.2 Key issues/ themes included and those excluded in the evaluation:

**Table 1: Themes/issues included and those excluded in the evaluation**

What is in (included)	What is out ( excluded)
<ul style="list-style-type: none"> <li>Formal and informal training that military veterans have been exposed to. (This refers to skills acquired through experience (experiential learning) and skills that have been acquired formally and credited.)</li> </ul>	<ul style="list-style-type: none"> <li>Verification of the accuracy of the database owing to current process of verification by the Department of Military Veterans.</li> </ul>
<ul style="list-style-type: none"> <li>Strategies for recognising prior learning acquired through either formal or informal learning to determine relevant qualifications and credit awards towards designated qualifications</li> </ul>	
<ul style="list-style-type: none"> <li>Review of existing policies including RPL policy, Military Veterans Policies, Skills Development Act, Military Veterans Act no 18 of 2011, other empowerment strategies and whether they address the needs of the Military Veterans</li> </ul>	
<ul style="list-style-type: none"> <li>Existing rate of employment of Military Veterans and strategies for increasing the employability of Military Veterans (self-employment and formal employment)</li> </ul>	
<ul style="list-style-type: none"> <li>Review the existing Theory of Change attached as annexure A with the department and come up with recommendations</li> </ul>	
<ul style="list-style-type: none"> <li>Assess the institutional arrangements: <ul style="list-style-type: none"> <li>(i) at the different spheres of government to coordinate the assistance provided to military Veterans and their dependents (eg district, municipal, provincial) in compliance with the Military Veterans Act.</li> <li>(ii) departments (transactional partners) in the provision of products and services (health, pension, housing)</li> <li>(iii) to support non-governmental entities that provide products and services via associations such as SANMVA</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>Review the effectiveness of awareness programmes (for both beneficiaries and dependents) on benefits for Military Veterans (including opportunities for networking)</li> </ul>	
<ul style="list-style-type: none"> <li>Review of skills development funding (processes, systems, policies, etc ) eg bursaries and grants to MVs and their dependents.</li> </ul>	

## 6 Deliverables expected from the evaluation

The service provider is expected to deliver the following products:

### 6.1 Inception Report as a follow-up to the proposal with a revised evaluation plan, overall

- evaluation design and detailed methodology and content structure for the final report. This forms the basis for judging performance;
- 6.2 **Literature review**, including the review of policies mentioned under scope
  - 6.3 Final data collection instruments and other tools;
  - 6.4 Analysis plan;
  - 6.5 Field work report;
  - 6.6 **Draft evaluation report for review**, full and in 1/3/25 format, with findings and recommendations.
  - 6.7 A **workshop with stakeholders** to discuss the draft report;
  - 6.8 **The final evaluation report**, both full and in 1/3/25 format, in hard copy and electronic; If the design is found to be inadequate the service provider will need to suggest what revisions to the logic model (outcomes and outputs) are needed, and the theory of change, a rating of progress towards outputs, bottlenecks that hinder the achievement of outputs, reasons underpinning BPS performance and information for potential replication of lessons for successful projects.
  - 6.9 **Provision of all datasets, metadata and survey documentation** (including interviews) when data is collected.
  - 6.10 **A Power-point or audio-visual presentation of the results.**

## 7 Methodology/Evaluation Approach

A multi-method approach will be used to evaluate the implementation of Outcome approach. This will include the following methods:

### 7.1 Systematic Review

- Collect programme records, profiling data and monitoring reports.
- Conduct a systematic review, draw conclusions and make recommendations.

### 7.2 International Comparative Study

- Do a comparative review of the empowerment strategies for military veterans in other countries, namely, a developed country such as the United States of America, middle income country such as Cuba and a developing country such as Angola/Algeria/India.

### 7.3 Review of existing policies

- Review RPL policy, Military Veterans Policies, Skills Development Act, Military Veterans Act and other empowerment policies/ strategies related to military veterans.
- Assess whether the above policies respond to broader government development initiatives, eg. National Development Plan and National Skills Development Strategy
- Analyse evidence from the policy reviews, draw conclusions and formulate recommendations (eg. amendments).

### 7.4 Site visits and focus group interviews

- Collect data from relevant National Departments, three selected provinces (KwaZulu-Natal, Gauteng and Limpopo) and relevant entities, institutions/ associations recommended by the Department of Military Veterans. This could include site visits and focus group interviews with relevant stakeholders and key informants.
- Analyze data, draw conclusions and formulate recommendations.

## 7.5 Review the design of the Military Veterans Economic Empowerment and Skills Transferability Programme

- Review the theory of change and the intervention logic of the programme. See the Theory of Change attached as **annexure A** .
- If there is a need for redesign, recommend how the programme could be redesigned.

## 8 Milestones, Time Frames and Payment Schedule

**Table 2** sets out the expected duration and milestones assuming that the project is commissioned by 31 August 2012. The service provider should produce the project plan indicating the milestones against the deliverables in **table 2** below, indicating the delivery dates.

Funding will be provided by DPME (commissioning department). The proposed payment schedule is also in **table 2**.

**Table 2: Outline of project plan and payment schedule**

	<b>Deliverables</b>	<b>Delivery Date</b>	<b>% payment</b>
1.	<b>Approved Inception Report</b>	18 July 2013	20%
3	SLA/ Contract signed	19 July 2013	
2.	Literature review	2 August 2013	
3.	Final data collection instruments and other tools	9 August 2013	10%
4.	Analysis plan	9 August 2013	
5	Field work report (including Provincial reports)	4 October 2013	
6.	<b>Draft evaluation report</b> for review, full and in 1/3/25 format	22 October 2013	30%
7.	Workshop with stakeholders to discuss the draft report		
8	<b>The final evaluation report ( Incorporating comments)</b>	3 December 2013	30%
9.	<b>Provision of all datasets, metadata and survey documentation</b> (including interviews) when data is collected.	10 December 2013	
10.	<b>Powerpoint or audiovisual presentation of the results</b>	10 December 2013	10%

## 9 Management Arrangements

### 9.1 Role of steering committee

A steering Committee has been established comprising representatives of the DMV, DPME and other stakeholders, which will be responsible for overseeing the whole evaluation including approving the main deliverables.

### 9.2 Reporting Arrangements

The commissioning department is the DPME and the evaluation project manager to whom the service provider will report is Mr Jabu Mathe, Director: Evaluation and Research. For content enquiries, the service provider will have contact Mr Vernon Jacobs from the DMV , tel. 012 6711119 cell: 0823840536.

## 10 The proposal to be submitted

### 10.1 Structure and contents of the proposal

The structure and contents of the proposal required from the service provider is shown in **Box 2** below.

**Box 2. Structure of a proposal**

The bidder must provide the following details. Failure to provide this will lead to disqualification.

- 1 Understanding of the intervention and the TORs
- 2 Approach, design and methodology for the evaluation (eg literature and documentation review, data collection, tools, sample, suggestions for elaboration or changes to scope and methodology as outlined in the TORs, examples of evaluation questions suggested, process elements)
- 3 Activity-based evaluation plan (including effort for different researchers per activity and time frame linked to activities)
- 4 Activity-based budget (in South African Rand, including VAT)
- 5 Previous Experience: (should include a list of related projects undertaken of main contractor and subcontractors, making clear who did what, and contact people for references (minimum 3 projects in the past two years and minimum of 3 references )
- 6 Competencies of the Project Team (team members, roles and responsibilities, qualifications and years of experience in related projects.)
- 7 Capacity development elements (building capacity of partner departments and PDI/young evaluators)
- 8 Quality assurance plan (to ensure that the process and products are of good quality)
- 9 How the skills will be transferred during the project

**Attachments**

Example of related evaluation reports undertaken in the past three years

CVs of key personnel

Completed supply chain forms attached herewith (including updated tax clearance)

**10.2 Evaluation team**

The service provider should specify the number of evaluators expected to be part of the team, their areas of expertise and their respective responsibilities. The team must cover competencies outlined in section 9 above. The service provider also needs to demonstrate how it will ensure skills transfer of stakeholders and PDI evaluators.

**11. Competencies and Skills-set**

The following Table of generic competencies is required of the service provider:

Domain/descriptor	Demonstrated ability to
<b>1 Overarching considerations</b>	
1.1 Contextual knowledge and understanding	Have knowledge of relevant sectors and government systems in relation to the 12 priority outcomes and can appropriately relate the evaluation to current political, policy and governance environments
	Perform appropriately in cross-cultural roles with cultural sensitivity and attends appropriately to issues of diversity
1.2 Ethical conduct	Understand ethical issues relating to evaluation, including potential or actual conflict of interest, protecting confidentiality/anonymity, and obtaining informed consent from evaluation participants.

Domain/descriptor	Demonstrated ability to
1.3 Interpersonal skills	Lead an evaluation and its processes using facilitation and learning approaches, to promote commitment and ownership of stakeholders
<b>2 Evaluation leadership</b>	Lead and manage an evaluation team effectively
<b>3 Evaluation craft</b>	
3.1 Evaluative discipline and practice	Use knowledge base of evaluation (theories, models including logic and theory based models, types, methods and tools), critical thinking, analytical and synthesis skills relevant to the evaluation
3.2 Research practice	Design specific research methods and tools that address the evaluation's research needs. This may include qualitative, quantitative or mixed methods. Systematically gather, analyse, and synthesise relevant evidence, data and information from a range of sources, identifying relevant material, assessing its quality, spotting gaps.
<b>4 Implementation of evaluation</b>	
4.1 Evaluation planning	
Theory of change	Develop clear theory of change with quality programme logframes with good programme logic and indicators
Design	Design and cost an appropriate and feasible evaluation with appropriate questions and methods, based on the evaluation's purpose and objectives.
4.2 Managing evaluation	Manage evaluation resources to deliver high quality evaluations and related objectives on time and to appropriate standards
4.3 Report writing and communication	Write clear, concise and focused reports that are credible, useful and actionable, address the key evaluation questions, and show the evidence, analysis, synthesis, recommendations and evaluative interpretation and how these build from each other

Furthermore, it is important that service providers nominated exhibit the following skills and attributes:

- Team players and analytical and lateral thinkers;
- Have excellent communication skills with the ability to listen and learn;
- Have good facilitation skills for strategic thinking, problem solving, and stakeholder management in complex situations;
- Have the ability to work under consistent and continuous pressure from varied sources, yet be able to maintain a supportive approach; and
- Have excellent computing skills including detailed knowledge and use of: Word, Excel, Power Point, Microsoft Project or similar compatible software.

## 12. Information for service providers

The service provider should provide a proposal following the structure above. In addition short-listed candidates will be asked to come and present their proposals on **5 June 2013** as part of the selection process. Tenders should be submitted by **19 June 2013** with electronic and 6 hard copies.

### 12.1 Key background documents

A list of key documents will be provided at the bidders briefing meeting.

### 12.2 Evaluation criteria for proposals

This refers to the criteria for assessing the received proposals and the scores attached to each criterion. There are standard government procurement processes. Two main criteria are functionality/capability and price. Functionality/capability factors must cover the competences outlined in 6.3 as demonstrated through:

- Quality of proposal;
- Service provider's relevant previous experience including of any subcontractors;
- Qualifications and expertise of the proposed evaluation team members.

### 12.3 Pricing requirements

All prices must be inclusive of VAT. Price escalations and the conditions of escalation should be clearly indicated. No variation of contract price or scope creep will be permitted. Price proposals should be fully inclusive to deliver the outputs indicated in these terms of reference.

### 12.4 Evaluation of proposals

#### 12.4.1 Administrative compliance

Only proposals and quotations that comply with all administrative requirements will be considered acceptable for further evaluation. Incomplete and late bids / quotes will not be considered. The following documentation must be submitted for each quote/bid:

- Documents specified in the tender documents (distributed separately from this ToR)
- Any other requirement specified in the ToR

#### 12.4.2 Functional Evaluation

Only bids/quotes that comply with all administrative requirements (acceptable bids) will be considered during the functional evaluation phase. All bids/quotes will be scored as follows against the function criteria indicated below:

- 1 – Does not comply with the requirements
- 2 – Partial compliance with requirements
- 3 – Full compliance with requirements
- 4 – Exceeds requirements

**Table 3** below outlines the functional evaluation criteria as applied to the competences outlined in section **10.3** which will be used in assessing the proposals.

Table 3: Functional evaluation criteria

Domain Descriptor	Functional Evaluation Criteria	Weight	Score	Weight X Score	Minimum
<b>Quality of the Proposal</b>	Understanding of the Economic and Employment/Job Creation Sector and the TORs	4			8
	Approach, design and methodology for evaluation	4			8
	Quality of activity-based plan (including effort for different consultants per activity and time frame linked to activities)	4			8
	Demonstrated high quality experience in at least 5 related projects undertaken in last 5 years by main contractor and subcontractors	4			8
	Knowledge and exposure to International good practise, particularly in middle-income and African Countries.	1			2
	Capacity development element (building capacity of partners, especially young evaluators and PDIs)	1			2
	<b>Team demonstrate the following key competences related to this assignment:</b>				
<b>1. Overarching Considerations</b>					
1.1. Contextual Knowledge and understanding	<ul style="list-style-type: none"> <li>Understand the relevant sector and government systems in relation to the evaluation and can appropriately relate the evaluation to the current political, policy and governance environments.</li> </ul>	3			6
	<ul style="list-style-type: none"> <li>Perform appropriately in cross-cultural roles with cultural sensitivity and attends appropriately to diversity issues</li> </ul>	2			4
1.2 Ethical Conduct	<ul style="list-style-type: none"> <li>Understand ethical issues relating evaluation, including potential or actual conflict of interest, protecting confidentiality/anonymity, and obtaining informed consent from evaluation participants.</li> </ul>	2			4
<b>2. Evaluation Leadership</b>	<ul style="list-style-type: none"> <li>Lead an evaluation team effectively to project completion, using facilitation to promote commitment and ownership of evaluation.</li> </ul>	5			10
<b>3. Evaluation Craft</b>					
3.1 Evaluative discipline	<ul style="list-style-type: none"> <li>Use knowledge base of</li> </ul>	3			6

	evaluations of evaluation (theories, models including logic and theory based models, types, methods and tools) critical thinking, analytical and synthesis skills relevant to the evaluation.				
3.2 Research Practice	<ul style="list-style-type: none"> <li>Ability to systematically gather, analyse, and synthesise relevant evidence, data and information from a range of sources, identifying relevant material, assessing its quality, spotting gaps.</li> </ul>	3			6
<b>4. Implementation of Evaluation</b>					
4.1 Evaluation Planning Theory of Change	<ul style="list-style-type: none"> <li>Ability to develop clear theory of change with quality programme logframes with good programme logic and indicators</li> </ul>	3			6
4.2 Managing Evaluation	<ul style="list-style-type: none"> <li>Ability to manage evaluation resources to deliver high quality evaluations and related objectives on time and to appropriate standards</li> </ul>	5			10
4.3 Report writing and communication	<ul style="list-style-type: none"> <li>Ability to write clear, concise and focused reports that are credible, useful and actionable and address the key evaluation questions</li> </ul>	5			10
<b>Total</b>		50			100

Minimum requirement: Service providers that submitted acceptable bids and that scored at least the minimum for each element as well as the overall minimum score (75), based on the average of scores awarded by the evaluation panel members.

Proposals should clearly address the project description and the functional evaluation criteria mentioned above.

#### **12.4.3 Price evaluation: The PPPFA**

Only bids/quotes that meet the minimum required indicated under functional evaluation above will be evaluated in terms of the Preferential Procurement Framework Act and related regulations. The 90/10 evaluation method will be used for bids from R1 million and the 80/20 method will be used for bids/quotes below R1 million. Points will be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table contained in SBD 6.1 (see attached bid documents)

In the application of the 80/20 preference point system, if all bids received exceed R1 000 000, the bid will be cancelled. If one or more of the acceptable bid(s) received are within the R1 000 000 threshold, all bids received will be evaluated on the 80/20 preference point system.

In the application of the 90/10 preference point system, if all bids received are equal to or below R1 000 000, the bid will be cancelled. If one or more of the acceptable bid(s) received are above the R1 000 000 threshold, all bids received will be evaluated on the 90/10 preference point system.

**In this evaluation, the 80/20 preference point system will apply.**

### **13 General and special conditions of contract**

Awarding of the final contract will be subject to the conclusion of a service level agreement between the Department and the successful service provider.

### **14 Intellectual property**

The DPME and the DMV will own copyright of the products of this assignment, except prior material brought in to the assignment or that owned by a third party. The service provider will not use the material (whether in part or whole) without the written permission of the DMV and DPME.

### **15 Enquiries**

For content enquiries, please contact Mr Vernon Jacobs, from the Department of Military Veteran, tel. 012 6711119 cell: 0823840536 or for enquiries about the commissioning or evaluation process contact Mr Jabu Mathe, DPME, tel: 0734763503, e-mail: [jabu@po-dpme.gov.za](mailto:jabu@po-dpme.gov.za)

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