



UNIVERSITIES  
SOUTH AFRICA

## **TERMS OF REFERENCE (TOR)**

For the appointment of a

### **CONSULTANT FOR ESTABLISHING AN IMPACT MEASUREMENT AND MANAGEMENT SYSTEM FOR THE STUDENT WOMAN ECONOMIC EMPOWERMENT PROGRAMME (SWEEP)**

#### **1. Background to the EDHE Programme**

The Entrepreneurship Development in Higher Education (EDHE) Programme was established towards the end of 2016 and has been funded and supported through the University Capacity Development Programme (UCDP) since mid-2018. The EDHE programme aims to develop the entrepreneurship capacity of universities, students, and staff. The goals of the EDHE programme are in keeping with the intention that the UCDP should enable an integrated approach to capacity development across three focus areas: student entrepreneurship, entrepreneurship through teaching, learning and research, and entrepreneurial universities. EDHE's mandate is to develop entrepreneurship in the 26 public universities in South Africa under the auspices of Universities South Africa (USAf).

The EDHE programme primarily addresses graduate unemployment and the need for universities to grow additional income streams. Through the EDHE program, a comprehensive approach is taken towards advancing the economic participation of students and graduates within universities that are increasingly becoming entrepreneurial ecosystems.

The EDHE programme supports dedicated activities aimed at advancing gender equity and the economic empowerment of student and graduate women in the current context of financial exclusion and an alarming culture of gender-based violence. For this purpose, the Student Women Economic Empowerment Programme (SWEEP) has been established. SWEEP is envisioned to address barriers to entrepreneurship and economic participation faced by student and graduate women through dedicated skills and opportunities intervention.

#### **2. Overview of SWEEP**

As a response to the realities of women's under-representation in entrepreneurship, economic participation and gender-based violence, the SWEEP programme was designed by the EDHE Programme, under Universities' South Africa, to equip student women and graduates across public universities in South Africa for entrepreneurial activities. The programme aims to empower student women and professional women entrepreneurs to become economically independent and create businesses with a positive societal impact. Through university SWEEP Chapters, a governance structure that includes academics/support professionals as

coordinators of the institutional SWEEP in public universities, the project is designed to contribute to system-wide change by advancing gender equity and economic empowerment of student and graduate women at a national level.

### **3. Introduction and Background to the programme**

Since 2018, the British Council and Universities South Africa (USAf) have partnered to support entrepreneurship development in the Higher Education sector in South Africa. This collaboration has been aligned with the objectives of the Entrepreneurship Development in Higher Education (EDHE) Programme related to student entrepreneurship, entrepreneurship in academia, and entrepreneurial universities, with a focus on the latter—the first phase of this partnership project ended in March 2021. The second phase commenced in August 2021 and will continue until 2024.

Through joint projects that the partners deliver as part of the broader Entrepreneurship Development in Higher Education (EDHE) programme, the partners seek to contribute to addressing the issue of graduate unemployment and the need for universities to grow third income streams by strengthening the capacity of leaders and universities to advance entrepreneurship within their institutions. With a particular focus on addressing gender inequality and empowering female students and graduates with an entrepreneurial mindset and for entrepreneurship, the EDHE-SWEEP programme was identified by the British Council as a potentially impactful and transformative initiative that aligns with the UK International Education Strategy's emphasis on the empowerment of women and girls and the British Council's commitment to supporting gender equality in Higher Education.

The British Council is collaborating with the EDHE programme to deliver specific activities under the SWEEP programme. This programme is envisioned to address the barriers to entrepreneurship faced by student and graduate women through dedicated skills and opportunities intervention with a strong focus on leveraging both UK and South African expertise in the design and delivery of the intervention.

#### **Key objectives of the joint initiative:**

- To develop an awareness of entrepreneurship and entrepreneurial activity as a means of economic participation amongst university female students and graduates.
- To promote the participation of women in entrepreneurship and entrepreneurial activities in universities with a focus on creating businesses that have a positive societal impact.
- To connect women with UK and South African entrepreneurship mentors with the skills and knowledge needed to guide and mentor student women and professional women entrepreneurs in creating businesses that have a positive societal impact.

### **4. SCOPE OF WORK**

#### **4.1 Overview of the consultancy scope**

The primary objective of this consultancy is to engage a consultant to establish an Impact Measurement and Management (IMM) framework and tool tailored to the unique context and goals of SWEEP. Specifically, the consultant will work towards the following goals:

- Develop a comprehensive IMM framework and tool that enables EDHE and university SWEEP Chapters to capture, track, measure, and manage the impact of its interventions in achieving the stated objectives.
- The complete system should allow EDHE to collectively measure and analyse the KPIs and KPAs of the broader SWEEP programme and the activities within the SWEEP Chapters at universities that would be required to report to EDHE.
- Design key performance indicators (KPIs) and data collection methodologies aligned with SWEEP's objectives and activities and measure key performance achievements (KPAs).
- Create a regular data collection, analysis, and reporting system to facilitate evidence-based decision-making and continuous improvement.
- Develop tools and templates for the ongoing monitoring and evaluation of SWEEP's programs and their impact on student women's economic empowerment.

## **4.2 Scope of Consultancy**

The consultant will undertake the following tasks:

- 1) Conduct an in-depth review of SWEEP's program documentation, including its concept note and existing documents, reports, and presentations (if available).
- 2) Collaborate with SWEEP's team through a workshop to identify and refine outcome and output indicators relevant to the program's objectives.
- 3) Design data collection methods, tools, and data management processes that align with SWEEP's activities.
- 4) Develop a comprehensive IMM system outlining the framework, roles, responsibilities, and reporting mechanisms.
- 5) Produce a detailed report outlining the IMM system, including KPIs, data collection processes, and reporting mechanisms.

## **4.3 Pilot Testing**

- 1) Select a small group of universities representing the diversity of institutions involved in SWEEP (e.g., size, location) and host a round table discussion to collect input;
- 2) Implement the IMM tool in these pilot universities for a designated period. (e.g., one Report).
- 3) Implement recommendations and required changes in the system;
- 4) Develop a practical, step-by-step training tool kit for universities using the system and tools (this could be a presentation).
- 5) Train university staff on data collection and reporting using the tool.
- 6) Gather feedback from university staff and SWEEP participants on the tool's usability, clarity, ease of data entry, and performance and impact reporting.
- 7) Analyse pilot data to assess the tool's effectiveness in capturing relevant information.
- 8) Refine the IMM tool based on the feedback and pilot data analysis before full-scale implementation.

#### 4.4 Deliverables

The consultant is expected to deliver the following key outputs:

- 1) An Impact Measurement and Management (IMM) system tailored to SWEEP's objectives, activities, and the results mentioned above.
- 2) A set of Key Performance Indicators (KPIs) and data collection tools.
- 3) A step-by-step training toolkit for data collection, analysis, and reporting.
- 4) A comprehensive report detailing the IMM system and its components.

#### 5. Deliverables and Milestones

Milestone	Description	Deliverables	Timeline
1. Project Kickoff Meeting	Establish communication channels with EDHE and SWEEP representatives. - Review project goals and timeline.	Meeting minutes outlining critical decisions and next steps.	Within one week of contract signing.
2. SWEEP Program Review	Conduct a comprehensive review of SWEEP program documentation (concept notes, presentations, etc.).	A summary report outlining program objectives, activities, and target population.	Within two weeks of contract signing.
3. KPI Development Workshop	Collaborate with EDHE and SWEEP to define relevant KPIs for program evaluation.	Agreed-upon list of KPIs aligned with SWEEP's objectives and desired outcomes.	Within three weeks of contract signing.
4. Data Collection Method Design	Develop and finalise data collection methods and tools considering online/offline options and ease of use for SWEEP participants and university staff.	Drafted data collection tools (e.g., surveys, interview guides) and data management plan.	Within four weeks of contract signing.
5. IMM Tool Development	Develop the IMM tool based on the chosen platform and functionalities. - Conduct internal testing of the tool.	Functional prototype of the IMM tool.	Within eight weeks of contract signing.
6. User Training & Testing	Conduct training sessions for EDHE and university staff on using the IMM tool. - Pilot test the IMM tool with a small group of universities.	Training materials and user guides for the IMM tool. - Pilot test report with feedback and recommendations.	Within 12 weeks of contract signing.
7. IMM Tool Refinement	Refine the IMM tool based on pilot test feedback and user experience considerations.	The finalised IMM tool is ready for full-scale implementation.	Within 14 weeks of contract signing.

8. Project Completion & Handover	-Deliver final project documentation, including user guides and training materials. - Conduct handover meetings with EDHE and SWEEP representatives.	Final project report & documentation package.  Meeting minutes outlining handover procedures and ongoing support.	Within 16 weeks of contract signing.
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## 6. Desired Outcomes

The IMM tool could include data to assess SWEEP's impact on the following areas (previously listed results can be incorporated):

- Employability and economic participation outcomes for female students and graduates.
- Increased participation in SWEEP initiatives at universities.
- Female students and graduates are upskilled with employability, entrepreneurship, and relevant skills for developing businesses with a positive societal impact.
- Contextualised curriculum/capacity strengthening content developed to support training and capacitation of South African women entrepreneurs in Higher Education

## 7. Software Recommendations

While the specific software chosen depends on the consultant's expertise and budget, here are some options for developing the IMM tool:

### Open-source options:

- KoBoToolbox (<https://github.com/kobotoolbox/kobocat>)
- Ona <https://www.ona.org/>
- LimeSurvey <https://www.limesurvey.org/>

### Cloud-based options:

- SurveyMonkey <https://www.surveymonkey.com/>
- Typeform <https://www.typeform.com/>
- Alchemer <https://www.alchemer.com/>

These platforms are an example of what is available, and a consultant can suggest what can work in this case.

## 8. Proposal Requirements and Evaluation Criteria:

- 1) EDHE requires proposals to include the following information:
- 2) **Company/Consultant Information:** Briefly introduce your company/expertise and experience in developing IMM tools, particularly for higher education programs. Highlight relevant experience working with entrepreneurship programs or initiatives focused on empowering women.
- 3) **Company Registration documentation.**

- 4) **Proposed Methodology:** Clearly outline your IMM tool development approach. This should include details on:
- 5) Your collaboration process with EDHE to define relevant KPIs and data collection methods.
- 6) The specific functionalities and features of the IMM tool you propose (e.g., data collection forms, reporting dashboards).
- 7) The technology platform you plan to use for developing the tool (consider offering options if relevant).
- 8) Your proposed timeline for project completion (ensuring completion within six months of contract signing).
- 9) **Cost Proposal:** Provide a detailed breakdown of your estimated costs for developing and implementing the IMM tool.
- 10) **Team Expertise:** Introduce your proposed team members who will be involved in developing and implementing the IMM tool. Briefly showcase their relevant qualifications and experience.
- 11) **Sample Deliverables:** Include at least three examples of past work or sample IMM tools you have developed for similar programs.
- 12) **Detailed budget:** The proposed budget should be within the allocated budget.

Should your proposal include only some aspects required above and exceed the required budget, your proposal will not be considered for evaluation.

## 9. Budget

R200 000.00 (Two hundred thousand rands)

## 10. Timeline

The consultancy is expected to be completed within six months of signing the contract.

## 11. Submission of Proposals

Interested consultants are invited to submit their proposals, including a detailed methodology, work plan, and financial proposal, to Zana Boshoff at [zana@usaf.ac.za](mailto:zana@usaf.ac.za) by **Tuesday, 18 June 2024.**

## 12. Contact Information

For inquiries or clarifications, please get in touch with Project Manager Zana Boshoff at [zana@usaf.ac.za](mailto:zana@usaf.ac.za) or Project Coordinator Zamaswazi Shabangu at [zamaswazi@usaf.ac.za](mailto:zamaswazi@usaf.ac.za).

## 13. Confidentiality

The consultant is expected to maintain confidentiality throughout the consultancy and not disclose any sensitive information related to SWEEP without prior consent.

#### **14. Amendment and Termination**

Universities South Africa reserves the right to amend or terminate this consultancy agreement at its discretion.

**END**