

TERMINOS DE REFERENCIA PARA LA CONTRATACIÓN DE UNA EVALUACIÓN EXTERNA DEL PROYECTO EYWA

0. Necesidad de contratación

El proyecto Employability for Youth and Women in South Africa (EYWA), cofinanciado por la Unión Europea (UE) debe realizar una evaluación externa del mismo antes de su finalización, tal como requiere la convocatoria y el proyecto aprobado por la UE.

Por este motivo, la Cámara de España precisa contratar los servicios de evaluación a los que se refiere este documento.

1. Objeto.

Se solicitan ofertas para la realización de una evaluación externa del proyecto EYWA consistente en un análisis antes finalizar el proyecto con el objetivo de medir el grado de cumplimiento de los objetivos, la eficiencia en el uso de los recursos disponibles, la gestión de riesgos y el impacto generado (en la medida de los posible, dado que la evaluación debe realizarse antes de concluir el proyecto).

Contenido:

- **Resultados versus objetivos:** logro de los objetivos y metas planteados.
- **Indicadores de éxito:** indicadores (KPIs) y cronograma del proyecto.
- **Lecciones aprendidas:** qué funcionó bien y qué podría haberse mejorado con las circunstancias acaecidas durante el proyecto
- **Satisfacción de los stakeholders:** organizaciones y beneficiarios participantes.
- **Impacto, este epígrafe con las limitaciones anteriormente comentadas:** económico y social, y en su caso ambiental, en la medida de lo aplicable al proyecto.

El proyecto se ha desarrollado en la región de Gauteng, en particular en Johannesburgo y se debería entrevistar a los 3 socios participantes ubicados en dicha población.

La entidad que viaje a Johannesburgo contará con el apoyo, in situ, del director de la Cámara Española de Comercio en Sudáfrica, entidad afiliada a Cámara de España en el proyecto.

El Consorcio de EYWA está formado por las siguientes actividades:

- Cámara de España: líder del proyecto,
- Johannesburg Chamber of Commerce (JCCI),
- Lulalab Foundation y
- YES (Youth employment Service).

Se incluye la descripción de las actividades y de los KPIs del proyecto EYWA, en el anexo incluido al final de los términos de referencia.

2. Duración del Contrato y Calendario de ejecución:

La evaluación podría ser realizada, in situ, entre el 15 de enero y 15 de marzo de 2026, a mayor conveniencia de la entidad seleccionada.

La fecha de entrega del documento final de evaluación del proyecto deberá ser antes del 31 de marzo de 2026.

3. Presupuesto disponible y costes elegibles.

El presupuesto máximo disponible para la evaluación externa solicitada es de 12.000 euros, impuestos incluidos.

En el presupuesto citado se incluyen las siguientes actividades:

- Estudio del proyecto EYWA, entrevistas con Camara de España y con los 3 socios del proyecto EYWA, así como con posibles beneficiarios del proyecto, esto último siempre a criterio de la entidad evaluadora.
- Costes del viaje y estancia en Johannesburgo para realizar la evaluación
- Elaboración del informe final- entregable a Cámara de España-. El citado informe final podrá ser redactado en español o en inglés. (en caso de ser realizado en español, la Cámara de España utilizará un traductor automático para traducir al inglés el entregable a presentar a la Unión Europea).

4. Criterios de selección de ofertas.

El contrato se adjudicará a la oferta más económica, siempre que dicha oferta cubra todos los requisitos solicitados en los presentes términos de referencia.

5. Facturación y justificación de gastos.

Tras la prestación de los servicios indicados, el proveedor podrá enviar la factura de los honorarios relativos a la evaluación y al entregable realizados.

La factura emitida **deberá hacer referencia al proyecto EYWA, cofinanciado por LA UNIÓN EUROPEA.**

6. Presentación y envío de ofertas.

Las ofertas deberán ser enviadas por correo electrónico a la siguiente dirección: carmen.ayllon@camara.es antes de las 13.00 horas (en Madrid) del próximo día 28 de noviembre de 2025.

ANEXO

EYWA Project's Objective.

The **objective** of the EYWA project is to improve the economic empowerment and financial inclusion of youth and women from disadvantaged areas in the Gauteng province

The EYWA project will offer entrepreneurship training and dual VET training to contribute to reinforce capacities in SA institutions and trainees to find better jobs and to improve their socio-economic development. This will be achieved through three separate but complementary lines of action that will provide beneficiaries with the necessary skills and resources to improve their employability, economic inclusion and sustainability. Thus, unemployed young people and women from disadvantaged areas are encouraged to embark on one of the three employment alternatives offered by the project: entrepreneurship, self-employment (both in WP3) or working for third parties (in WP4). These three action lines will cover, among others, entrepreneurship, mentoring and specific vocational training on sustainability for SMEs, green transition with training on photovoltaic energy (solar panels) and bio-food for beneficiaries, as well as specific IT training on digital tools for new entrepreneurs and new IT jobs in SMEs (e-commerce, digital marketing, etc.).

EYWA Project KPIS.

The target groups/direct beneficiaries of the project are:

- 600 beneficiaries (at least 50% women) are sensitized on the value of entrepreneurship and Dual VET.
- 15 CSOs from the townships and disadvantaged areas of Gauteng province and from Johannesburg take part in the collaborative methodology of the project.
- 400 young people are trained (at least 50% of the participants will be women) in entrepreneurship / logistics / IT, PV (solar panels) or culinary hard skills.
- 300 unemployed youth&women are shadowed by experts to become self-employed or do internships in companies
- 150 unemployed youth&women with new jobs (entrepreneurs included)
- 30 local trainers are sensitized through the project and 15 of them are trained on Entrepreneurship or T-VET, or Access to Finance for SMEs.
- 50 entrepreneurs or self-employed beneficiaries receive subgrants (FSTP).
- 3 PPP workshops foster the participation of 15 women CSOs and Public authorities to engage in policy dialogue and women economic/financial inclusion.

In addition, the EYWA project expects that around 100 companies are sensitized and participate in the networking and dual VET activities.

The EYWA project has identified the following **final beneficiaries of the project**: a)

Underprivileged women and women-led start-ups at an early stage (up to 1 year of creation) that may benefit from the methodology developed by the project; b)

Unemployed youth&women from disadvantaged areas aged 16 to 35 that will be sensitized and may use the capitalization results of the project with the SA partners or other local organizations taking part in the project; c) Entrepreneurship and VET Trainers; and d) local community CSOs working with women and young people in disadvantaged areas.

EYWA Partners.

CCI Spain- project leader

JCCI- Johannesburg Chamber of Commerce
Lulalab Foundation
YES (Youth employment Service)

EYWA Duration.

1 February 2025-31 March 2026.

EYWA Budget.

707.375 euros total budget, co-funded by the European Union (90%)

EYWA Activities.

WP1- PROJECT MANAGEMENT- led by CCI Spain.

- CCI Spain as project Lead Applicant and WP1 leader has previous experience in leading EU projects and international partnerships in the Framework of different EU Programs. CCI Spain will prepare a Consortium Agreement to be signed by all partners in line with the Grant Contract Obligations and to assure the adequate engagement of partners to achieve efficient and effective project implementation at international and local level.
- CCI Spain will ensure a **smooth communication** among partners and will set specific tools referring Task Assignments with clear deadlines and responsible actors for each one. CCI Spain will organize on-line meetings with partners when needed and will prepare clear guidelines for financial control (budget assignment and financial reporting). CCI Spain will explain and share with Partners how different tasks are interconnected and the expected contributions of each partner at the beginning of the project in order to ensure that partner deliver contributions, outputs and results in time and respecting the level of quality agreed by the Steering Committee.
- CCI Spain will carry out **reporting activities**, ensuring that narrative and financial inputs are gathered and compiled. Although the program only asks for an interim report after 12 months and a final report at the end of the project, the consortium will also prepare six-month reports to ensure the best follow-up of the activities. For this purpose, CCI Spain will request information from partners every semester.
- The CCI Spain project team will **measure the performance of the project every 3 months through the monitoring activities planned in WP5** and implement corrective actions if necessary. CCI Spain will supervise all activities in coordination with each WP leader, CCI Spain will organize project meetings and on-line monitoring meetings to check the overall situation of each partner and the progress of each WP. CCI Spain will also organize Steering Committees every six months
- CCI Spain will prepare also a **Risk Management Plan** including a Risk Mitigation Strategy and contingency measures. Risk assessment is an important part of the planning process of the intervention, providing relevant information for strategic orientation and decision-making in the course of the implementation. CCI Spain will monitor risks and will update the risk matrix throughout the project Lifetime with new eventual risks and identifying corrective measures and will monitor the overall project's progress against deliverables and KPIs.
- This WP includes, the **expenditure verification** required by the program, performed by an internationally certified audit firm (which will also carry out the external evaluation foreseen in WP5) after the presentation of the interim report and after the presentation of the final report.

The **deliverables** of this work package will be all the Minutes of project meetings and Steering Committees, Interim and final Reports, Risk Management Plan and contingency measures if applied (Progress reports prepared every six months will be part or Yearly reports) and expenditure verification reports prepared by external auditors.

WP2-COMMUNICATION AND SENSIBILIZATION- led by Lulalab Foundation.

- Sensibilization and Dissemination is an essential part of the project to build a strong community and to contribute to a better impact of the project. Lulalab Foundation as WP2 leader will dissemination activities to reach a wide audience, to support directly the implementation of the rest of activities and to facilitate the engagement of CSOs and other stakeholders that will participate in the PPP Workshops and other activities of the project. The active participation of CSOs will help diversify the profile of direct and final beneficiaries taking part in the activities of WP3 and WP4.
- A project **Communication, Dissemination and Capitalization Plan** will be drawn up. It will take into account the different target audiences of the project and will attribute specific messages and channels to each of them. Communication indicators will be set in the Plan and approved by the Steering Committee.
- To reinforce the image of the project, a **specific project logo** will be created and used together with the EU official logo for all the materials used in the project (either online or printed materials).
- **Networking with project stakeholders** (both public and private institutions) will be key for the successful implementation of WP3 and WP4 specific activities. All partners will establish collaboration agreements with CSOs in the Gauteng Region and with regional authorities to guarantee wider impact of the planned activities. The SA partners of the project have counterparts and links to different CSOs in the Soweto and Alexandra Townships, which will be actively involved in the project. The EYWA project will organize workshops, interviews and focus-groups using living-lab dynamics to identify the main obstacles for women/youth empowerment and financial inclusion.
- Partners will include and update **information on the EYWA project in their institutional websites** and social media profiles and, according to the Communication and Dissemination Plan, they will guarantee the provision of updated news and information to create and maintain a strong online presence based on the audience group's analysis. The distribution of tasks for feeding the news content will be coordinated by Lulalab as WP leader.
- Partners will prepare **press releases, articles in newsletter and printing promotional materials** for the 2 conferences planned in the project (initial and final conference).
- All PP will identify inspiring practices and success stories to produce **video contents** and to update contents on their institutional websites, newsletters and social media.
- Finally, the planned conferences of the project will have a double effect: the **Initial Conference** will raise awareness about the project and set the starting point for the selection of the direct beneficiaries for the training activities and the subgrant process and the **Final Conference** will have a multiplier capitalization effect since the project results, success stories, recommendations coming from the PPP Workshops/policy recommendations and direct beneficiary testimonial will be presented.

The **deliverables** of this WP will be the Communication Plan, the agendas, list of participants and main conclusions of the focus groups and roundtables organized to raise awareness, the list of social media publications, articles and other pieces of news on newsletters, the agenda of the Initial and Final Conferences, the list of participants all the videos and testimonials produced for the final conference.

WP3- ENTREPRENEURSHIP TRAINING AND PUBLIC-PRIVATE-PARTNERSHIP - led by JCCI.

- The JCCI has been supporting entrepreneurship and particularly women business and empowerment for many years by developing internal training methodologies and international collaborations to strengthen the position of SA businesswomen in the region. Thus, it will lead and coordinate will all PP the project activities supporting the entrepreneurial culture and the reinforcement of entrepreneurial support services.
- The project will organize **3 workshops fostering PPP**: two on how to reinforce women empowerment and entrepreneurship and on access to finance for MSMES, and a third

workshop aiming at increasing awareness among the public and private sector of the usefulness and advantages of Dual VET to respond to labor market demands and to increase youth employment in the Gauteng region. All project partners will participate and local CSOs and regional and local authorities will be invited to take part in these workshops. The consortium will also collaborate with SA organizations working to improve the working conditions and the employment rate in SA and to prevent GBV.

- As a result of these workshops, the project foresees the elaboration of **2 Final Guidelines/papers** with suggestions to strengthen access to finance for women entrepreneurs and to reinforce PPP women empowerment. Both documents will compile the contributions of all the participants and will be produced by JCCI with the contributions of all project partners.
- The **training activities** of this WP include 2 different pathways: entrepreneurship training for women (by JCCI) and training to become self-employed (by Lulalab). All the training programs will integrate a module about preventing GBV for trainees and trainers.
- **Selection of beneficiaries** (unemployed women and young people) for subsequent training activities. JCCI and Lulalab Foundation will each publish a call for applications on their websites. Candidates will then be assessed and selected.
- The **Entrepreneurship Training offered by JCCI** will have the following objectives:
 - Develop appropriate skills and knowledge for the establishment and development of an enterprise.
 - Increase access to markets and how to select them.
 - Provide advisory support to address financial/administrative and behavioral barriers.
 - Integrate technology in business culture.
 - Develop an online community.
 - Access to finance to set up a business.
 - Create long-term solutions for job creation and SMME development via the building blocks.

The contents of this training pathway will be as follows:

1-Fundamentals of business elements	6-Export markets and international selection
2-Customer Care training	7-Payment methods
3-Introduction to stock inventory management	8-Freight and Logistics
4-Market research.	9-Contracts and Agreements
5-Marketing plan	10-Financial Skills Training

JCCI will be responsible for training 120 young women entrepreneurs as direct beneficiaries: underprivileged women and women-led start-ups at an early stage (up to 1 year of creation). The training courses will start on month 7th of the project, after the dissemination activities and the focus groups held at local level of WP2 and the selection of beneficiaries (previous act of this WP) and will end on month 16th. Each course will be a 4-week online course and the expected number of training groups will be 4 groups of 30 trainees per group.

- The **learning program offered by Lulalab** to unemployed youth and job seekers aims at:
 - Achieving personal effectiveness in a business environment
 - Complying with organizational ethics
 - Working as a project team member
 - Applying efficient time management to the work of a department / division
 - Maintaining files and records (crucial for running micro-enterprises)
 - Planning work tasks effectively

The contents of the training offered by Lulalab will be as follows:

Module 1: Achieving personal effectiveness in the workplace	Module 2: Contributing to teamwork
Identify time management profiles	Establish and maintain working relationships
Understand the principles of time management	
Plan and organize their own work	Module 3: Practical training
Draw up time efficient work plans to carry out department / division / section work functions	Ability to ride a Motorcycle
Implement time efficient work plans	Navigate the roads safely on a motorcycle
Maintain files and records	Pass a safety test

Lulalab will be responsible for training 120 unemployed youth to become riders. Number of training groups: 4 groups of 30 trainees per group. The training courses will start on month 6th of the project and will end in month 12th of the project. Each course will be a 2-week course of theoretical training and practical learning for trainees on how to use the motorbike to become rider on a free-lance basis/ as self-employed.

- **Subgrants.** In order to support the beneficiaries of the entrepreneurship program and the training program for future self-employed, two calls to award subgrants to 50 beneficiaries of the training activities will be organized and publicized on JCCI and Lulalab's institutional websites. JCCI and Lulalab will then assess candidates with full respect of EU principles of transparency and publicity and will select the final subgrantees. JCCI will award subgrants of 3000 euros via a voucher to 20 women having successfully finished the entrepreneurship training to start or to boost their business. Lulalab will award a subgrant to 30 young people having successfully finished the training modules, so that they can buy/rent a scooter and become self-employed riders collaborating with online platforms, such as Uber Eats or BoldFeet. This subgrant process will be coordinated and monitored by CCI Spain in collaboration with SA partners.
- **Local trainers and mentors will be trained by Spanish experts** both in innovation concepts and green skills for new sustainable entrepreneurship and in how to support new entrepreneurs easing their access to finance. European experts in sustainable entrepreneurship and Entrecamp Framework will come to SA to peer-to-peer with partners and CSOs and to take part in workshops and training sessions for capacity building and exchange of inspiring practices on how to encourage the role of women in modern society and entrepreneurship. CCI Spain and the local Spanish Chamber network have been collaborating with financial institutions for more than 10 years, providing advisory support to new women entrepreneurs willing to ask for micro-credits. Chamber experts will share with local CSOs this valuable experience.

The deliverables of this WP will be the agendas of the PPP Workshops, list of participants, conclusions and 2 final Guidelines about strengthening access to finance for women entrepreneurs and reinforcing PPP for women empowerment. Also, the training programs developed by JCCI and Lulalab, the list of attendances and the list of qualified beneficiaries (who will receive a certificate). The list of trainers trained and the mentoring programs.

WP4- VOCATIONAL TRAINING AND EMPLOYMENT - led by Yes4Youth.

- Yes4Youth is specialized in vocational training and has wide experience in developing dual VET programs with underprivileged young people. That is why, Yes4youth will be the leader of this WP.
- **Identifying and selecting young people to take part in the training.** Yes4Youth will be responsible for publishing a call for applications on their institutional website and using other means, such as social media and the collaboration of local CSOs, to reach a large audience. They will assess potential trainees and their profiles and will select the most appropriate

beneficiaries (employed young people from disadvantaged areas).

- **Training of trainers.** CCI Spain will work with Spanish Chambers to find the most adequate VET trainers to go to Johannesburg and participate in the project. The Spanish Chambers have developed numerous Vocational Training courses on the culinary, IT and renewable energy maintenance, and some chambers even have their own training center (recognized by the Spanish authorities) for culinary and IT certificates. Spanish VET Trainers will travel to SA on 3 occasions and offer 150 hours per VET certificate. They will stay 6 weeks in total in SA, being able to train several trainers (plus trainees) during that period. CCI Spain will then transfer the curricula and materials used by its experts in its guidance programs (such as PICE), and will help Yes4Youth to adapt all available materials to the needs of the EYWA project and to guarantee their sustainability after the project's end. They will also take into account the socio-economic reality and complementary data to the needs of the SA markets and SMEs.
- The **training activities** will be developed in specific facilities selected by YES4Youth. The structure of theoretical and practical training in the workplace will be as follows:

DUAL VET TRAINING- YES4YOUTH	
11-12 Months Quality Work Experience (meaningful, quality on the job training in YES partners (corporates or Implementation Partners in each sector – culinary, solar and SMMEs with IT Focus)	
Theory / contact time	240 hours (Skills Development in Electrical & Energy Management Solar PV Installation & Mounting)
Workplace (QWE)	1520 hours required for workplace practice and transferring the learning. Formative assessment activities are included in the workplace learning time.
TOTAL NOTIONAL HOURS	1760 hours of training and workplace experience

The EYWA project expects that 180 young people will be qualified to find a job after having completed the course (direct beneficiaries).

The VET training will start on month 7th of the project, after the dissemination activities and the focus groups held at local level (WP2), the organization of one PPP workshop on market needs and VET Training (WP3) and the selection of beneficiaries (previous act of this WP).

The proposed program includes 6 weeks of theoretical training (75 Spanish Trainer + 165 Local Trainer = 240 hours). The theoretical training will be followed by workplace learning of 10 months – for a total of 12 months per young person. Using a staggered enrolment, the last group enrolled should complete by the end of the 23th month of the project.

The number of students per group will be as follows: 2 groups of 30 students/trainees per group, per job (culinary, PV maintenance, and IT) making 60 trainees per each job.

Yes4Youth will be responsible for the **selection of the companies** to organize the practical internships of the trainees and will monitor the internship period and will develop specific assessment materials to evaluate the practical training of the course.

The consortium wants to highlight that Yes4Youth is not requesting EU co-financing to cover the costs of the work experience part: during both the training and the work placement, Yes4Youth will pay each youth a monthly stipend at the minimum wage (R4,407). This cost, plus other related costs (youth supervision and HR management) will be sponsored by Yes4Youth's corporate partners and will total approximately R55 000 per youth.

The **deliverables** of this WP will be the calendar of the Vocational training for the 3 specialties/jobs (culinary, IT for SMEs, solar panel maintenance), the list of selected trainees, the curricula contents for training in each profession, the list of people attending the training and the list of qualified trainees, according to the punctuation obtained in the theoretical training and in the practical internship in company, the list of participating companies and finally, the list of trainers trained by EYWA project.

WP5- MONITORING AND EVALUATION - led by CCI Spain.

- The monitoring of proper implementation of each WP and task will be undertaken by CCI Spain as the Project Lead Applicant. A comprehensive set of Key Performance Indicators (KPIs) have been already developed, and if needed, will be further finetuned for each WP by the Steering Committee and the Project Leader.
- **KPIs will be monitored every 3 months** and reported in the progress reports prepared every semester. They will be monitored according the information requested by the EU, particularly on women and young people taking part in the project. The project internal monitoring plan will be broken into tasks and implemented to achieve compliance with the work plan and to fulfil the grant's objectives. The Steering Committee will revise, approve and evaluate the project deliverables and outputs, ensuring that results reach high-quality standards and respect the indicators set in the project.
- **Corrective measures** will be developed in areas of underperformance and good practices will be shared among partners to make sure that eventual delays will not affect the quality of deliverables nor the outputs of the project activities.
- With regard to project evaluation, CCI Spain will develop a **sound methodology** to capture the key areas of work, target groups and anticipating areas of change in order to preserve the quality and impact of the project.
- An **internal evaluation** and quality assessment of the activities will be developed by CCI Spain for WP3 and WP4 activities in collaboration with all local partners. Satisfaction Surveys will be distributed among all stakeholders and participants in the Focus Groups, Workshops and training activities of the project. The survey results will be treated respecting anonymity and will allow Partners to obtain feed-back for each activity and implement lessons learnt from previous activities.
- In addition, an **external evaluation** will take place at the beginning of the last semester according to the progress of the implemented activities in WP3 and WP4.

The **deliverables** of this WP will be the evaluation forms prepared according to the data coming the surveys filled by participants, the internal evaluation report and the external evaluation report.

EYWA Subgrants.

Objectives and results to be obtained with the financial support: 50 subgrants will be awarded to entrepreneurs/self-employed who have followed the training pathways in WP3 to start/boost their business. The objective is to enable the promotion of new project ideas or early-stage start-ups owned or developed by women or young people from disadvantaged areas in the Gauteng Province, thus improving their economic and financial situation.

Different types of activities eligible for financial support:

Subgrants. In order to support the beneficiaries of the entrepreneurship program and the training program for future self-employed, two calls to award subgrants to 50 beneficiaries of the training activities will be organized and publicized on JCCI and Lulalab's institutional websites.

Taking into account the profile of subgrant beneficiaries, -most of them coming from underprivileged groups-, and the fact that there will be high risk to recover the subgrant money if beneficiaries do not present the necessary expenditure evidence at the end of the project, EYWA partners consider necessary to offer the support services to the subgrantees by means of a voucher covering a list of services to be used by beneficiaries, instead of offering subgrants in cash, - as it was originally designed in EYWA proposal-. The services included in the subgrant voucher will cover the essential needs to become either self-employed as rider, or to support the operational entrepreneurial business to women entrepreneurs.

JCCI and Lulalab will publish the call for applications on their respective websites, they will assess candidates with full respect of EU principles of transparency and publicity and will select the final subgrantees.

JCCI will award subgrants with an average estimated budget of 2.400 via a voucher to 25-30 women having successfully finished the entrepreneurship training to start or to boost their business during a 6 month period.

Lulalab will award a subgrant to 20-25 young people, having successfully finished the training modules, so that they can rent a scooter and become self-employed riders collaborating with online platforms, such as Uber Eats or BoldFoots. Lulalab will offer a subgrant voucher to the selected trainees covering the rental of a scooter, some petrol, internet connections, helmets for a 2/3 month period.

This subgrant process will be coordinated and monitored by CCI Spain in collaboration with SA partners.

Subgrants will be provided in the form of free services available for the selected subgrantees.

Once the subgrants have been awarded, project partners will monitor them closely to ensure that the funds are used for the agreed purposes.