**TERMS OF REFERENCE**

**FOR A**

**COMPANY: SPECIALISING ON COMMUNICATION MANAGEMENT**

**Application Deadline : 16 June** 2019

**Type of Contract :**  Company Contract

**Languages Required :** English & local languages

**Expected Starting Date :** 24 June 2019

**Expected Duration of Assignment :** 4 months

1. **BACKGROUND**

The Land Reform Policy environment in South Africa has been under the most intense and structured scrutiny over the last 21 months since the Policy Conference of the Ruling Party in June 2017. This became more intense over the last 16 months since its 54th National Conference resolution on Land Expropriation Without Compensation and after the National Assembly Adoption of the Motion on Land Expropriation without Compensation in February 2018.

The 54th National Conference of the Ruling Party had received inputs from the November 2017 report of the High-Level Panel on the Assessment of Key Legislation and the Acceleration of Fundamental Change. A substantial part of this report addressed matters on land reform, tenure reform, land development as well as broader land governance. As it stands the report highlighted the challenges in the programmes of the Department of Rural Development and Land Reform (DRDLR) as well as those of other key departments and their associated capacity challenges. Furthermore, the DRDLR had also published its Land Audit Report III in November 2017 that showed continued land inequality.

In February 2018, subsequent to adoption of the Motion on Expropriation of Land without Compensation (EWC), National Assembly established a Joint Parliamentary Constitutional Review Committee (JPCRC) to preside over public consultations, including provincial roadshows, on the necessity for an amendment to the constitution to allow for this. In these consultations the public had an opportunity to express its views, not only on the necessity to amend the Constitution, but also their lived experience of land inequality.

In July 2018 the State President Cyril Ramaphosa, established an Inter-Ministerial Committee (IMC) on Land Reform chaired by the Deputy President. The IMC was amongst others to manage the processes arising from the JPCRC and guide on the scaling up of Land Reform. Furthermore, in August of 2018 a multi-stakeholder and expert Advisory Panel was also appointed by the President to advise on Policies for Land Reform, tenure Reform and Land Development. The work of the Advisory Panel was to be completed by March 2019.

In December 2018 the Department of Public Works had revised and published the Draft Expropriation Bill that it administers. In March 2019 the Advisory Panel began to identify emerging thematic and specific policy areas that seemed to be emerging, these included the following:

1. A Revised White Paper on Land Reform to Bring All these together as a Land Policy for the Country;
2. A Land Acquisitions and Development Funding Model;
3. Beneficiary Selection and Land Redistribution;
4. Land Tenure Reforms and the unresolved matter of Communal Land Tenure Reforms;
5. A continuum of land rights commencing with rights records through to formal registrations (and implications for amendments to the Deeds Registries Act and other Geomatics legislation governed by the DRDR);
6. An effective Mediation based dispute resolution system – courts as the point of last resort;
7. Land Administration (for Sustainable Development) as a fourth Pillar of Land Reform in South Africa;
8. A Land Fund.

The IMC has been primarily engaged with assessing and preparing for the redistribution of available state land to beneficiaries. It has also recognised the need for seamless delivery of the state-land that will come to legally secure tenure and land development; to this end a number of departments have been mobilised to be responsible for ensuring this seamless deliver happens. From a policy perspective, this affords an opportunity to craft a *sound operations policy* that builds on the practical lessons being initiated by the IMC.

It should also be noted that there are national guiding policy frameworks, primarily the National Development Plan (NDP) that ought to be aligned to. There is also the National Spatial Development Framework that is being developed that also ought to guide policy development. Furthermore, in the context of land reform, our rural and peri-urban areas are where poverty is concentrated (60%); it is also where factor productivity is weakest with land ownership concertation and underuse, high levels of unemployment and the lack of job opportunities. Therefore, alignment amongst this and the focus of state resources and their alignment will be key for policy consideration and formulation that enables such.

The DRDLR has the responsibility to take cognisance of all these developments, policy signals and recommendations and make motivations for changes and additions where necessary in formalising them into government policy. Thereafter, a last round of stakeholder consultations on these proposals from government will be undertaken. These will be a cast as an overall and coherent response by government to the matters raised by the public debates and deliberations over the last 16 months. This consultation process will therefore be aimed at affirming that which has been raised by public and stakeholder debates and the policy recommendations made; these will be presented in the form of draft policies cast as sections of a revised Green Paper on Land Reform.

Further the policy affirmation and finalisation process will be managed through a national consultative Conference and multi-stakeholder working groups; there will also be an international seminar and further learning exchanges on new areas and approaches from other jurisdictions that will be undertaken. When the necessary improvements and sufficient consensus is attained the final policies will be tabled and the necessary final affirmations and approvals secured. This will be followed by socio-economic impact assessments and the developing of draft legislation where legislation is deemed necessary. It is assumed that this approach will allow for ease in processing the policies to completion between December 2019 and March 2020, including the development of the necessary draft legislation.

1. **THE PURPOSE OF THE PROJECT**

The successful Communication Management Specialist Company to partake in this policy research and development project will be provided with further detail on this background and processes in order to further clarify their role and the relevance of their expertise.

The purpose of this policy research and development project is to set up a multi-disciplinary team in which members will have specific tasks and work together towards conducting the necessary assessments, preparatory research, policy advice and support as well as briefings and partaking in policy consultations as well as with developing components for the reviewed operational and line policies.

Therefore, the DRDLR with the support from the United Nations Development Programme (UNDP) would like to solicit a Communication Management Specialist with policy research experience. The incumbent’s specific area of responsibility, task duration, task objectives and specific objectives, as well as the minimum scope of work, and deliverables are outlined below.

1. **EXPERTISE AND KNOWLEDGE REQUIRED**

South African expertise in communications management with skills in document and/or communication material development and editing, graphic design and layout, communications strategy development, policy analysis and knowledge in development communications methods and training.

1. **DURATION OF THE ASSIGNMENT**

The assignment duration is4 months within a period of 4-6 months**,** ending on the 30th of November 2019. The selected expert is expected to start immediately after appointment.

1. **ASSIGNMENT OBJECTIVE**

The objective of the assignment is to provide support to a policy awareness project of the Department of Rural Development and Land Reform (DRDLR) aimed at its staff development as well as to the policy consultations processes.

1. **SCOPE AND KEY DELIVERABLES**

The specific tasks of this project assignment will be to:

1. Identify policy communication gaps and provide recommendations on suitable communication methods.
2. Provide support in development of Standard Operating Procedures for policy communication.
3. Provide support in Strategic communication and layout planning and editing.
4. Support to overall internal policy awareness and communication drive.
5. Compile about 20 sets of policy materials, planning and developing associated leaflets/booklets and facilitating the compilation of electronic medium such as DVDs and the likes.
6. Provide training and support to officials in three Provinces, which will be confirmed with the contracted company.
7. Collate all identified policies into one document, present to the department officials and provide feedback from the officials/ trainees.
8. Assist to identify relevant development policy experts to participate in a larger reference group of policy research and development project.
9. Perform other related Strategic Communication tasks that may arise beyond the scope elaborated herein, however related to policy development and management.
10. **EXPERTISE AND COMPETENCIES REQUIRED**

Communication Management Specialist Company must fulfill the following requirements:

* **Knowledge and Skills**: Strategic Communication Management, Professional Writing, Material Development, Policy Analysis, Capacity Building and Project Management. Broad knowledge of land reform and development.
* **Education**: Team Leader must have Post Graduate Degree in Media and Communication Science, Public Relations or equivalent, PHD Degree will give an added advantage.

Team Members must have 3- or 4-year qualification on Media and Communication studies and/or equivalent.

* **Experience**: Team Leader must have 6-10 years of consulting experience on the field of Media and Communication Management and material development.

Team members must have a minimum of 2 years’ experience in the field of Communication.

* **Working knowledge** of the politics of development and South African land reform

1. **PROJECT IMPLEMENTATION REPORTING**

* The Contracted Company will be required to provide brief progress reports to the UNDP and DRDLR frequently for the duration of the project as agreed or when it is required based on the agreement with Project Management Team.
* The Contracted Company shall submit project progress reports which clearly present work undertaken outlining activities and outputs thereof. Any proposed deviations from the original project implementation plan shall be explained to the UNDP in writing and be approved by the UNDP Senior Management and partners.
* The project report (s) must be submitted in electronic formats. All such materials shall become the property of the UNDP and its partners, and no document/electronic material may be reproduced, copied or distributed without prior written consent of UNDP.
* Prepare and deliver presentations for reporting to the PMU as and when required.

1. **INSTITUTIONAL ARRANGEMENTS**

* The Communication Management Specialist Company will be:
* Working with a team of other experts who are also working in the policy research and development project.
* The company will be briefed by the Chief Director Policy Research & Legislation Development-DRDLR and UNDP Project Manager at the start of the assignment and will henceforth report regularly to CD PR&LD-RDLR and UNDP Project Manager throughout the assignment.
* Continuously supervised by the Chief Director PR&D- DRDLR
* UNDP Project Manager will administer the progress and contractual obligations of the project.
* Will report progress to the Chief Director PR&LD and the UNDP
* Project monitoring, control and evaluation will be jointly undertaken by the UNDP and DRDLR.
* The Company will be expected to observe the highest professional and ethical standards throughout project implementation.

1. **RELEVANT INFORMATION/DOCUMENTATION**

* Information and related documents will be available on request from Chief Directorate: PR&LD in the DRDLR and all relevant role players.
* Upon the receipt of relevant and detailed information, the specialist company will be required to develop a detailed workplan with timeframes, clear deliverables and human/Financial resource breakdown.
* The UNDP Senior Management will be available for consultation regarding related contractual and implementation issues, progress briefings and any other matters related to smooth execution of the project and success thereof.

1. **CONFIDENTIALITY**

All information, discussions, documents, communication material and reports that arise from this project must be regarded as confidential by the Contracted Company and its team. Only UNDP or DRDLR shall have the right to make public the results of this assignment.

1. **APPLICATION REQUIREMENTS**

The suitable company is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the company’s ability to provide the services outlined in the Scope and Key deliverables. Please include the following:

* Cover letter
* Detailed CVs of team leader and team members indicating qualifications and relevant experience.
* A proposal indicating a description of the proposed approach to the scope of work, preliminary work plan with timelines and budget breakdown.

1. **CRITERIA FOR Selection**

Selection will be based on a combined scoring method, where the expertise of firm / organisation submitting proposal, proposed approach to the assignment and work plan, personnel expertise (Technical proposal) will have a passing rate of 70% and above. This will be assessed together with the price offer (Financial proposal), using UNDP’s procurement rules. The selection of the successful company will be based on the overall qualities in required areas of competence and financial proposal. Below is a criterion for selection:

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| **Criteria for Selection** | | **Points Allocated** |
| (As per RFQ or RFP) | | **Per Criteria** |
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| 1. | **Approach and Proposed Workplan** | **30** |
|  | A technical proposal detailing the understanding of the TORs. |  |
| 2. | **Expertise of the Company** | **20** |
|  | Number of projects/instances where the Company has provided services of a comparable nature (exact details). | 10 |
|  | Strategic Communication Management, Professional Writing, Material Development, Policy Analysis, Capacity Building and Project Management. Broad knowledge of land reform and development | 10 |
| 3. | **Team Qualifications & Experience** | **50** |
|  | Team Leader Qualifications: Post Graduate Degree in Media and Communication Science, Public Relations or equivalent, PHD Degree will give an added advantage. | 20 |
|  | Team members Qualifications: 3- or 4-year qualification on Media and Communication studies and/or equivalent. | 10 |
|  | Team Leader Experience: 6-10 years of consulting experience on the field of Media and Communication Management and material development. | 10 |
|  | Team Members Experience- minimum of 2 years’ experience in the field of Communication. | 10 |
| **TOTAL TECHNICAL SCORE (Passing Rate = 70%)** | | **100 pts** |

1. **CONTACT PERSON AND DETAILS**

For any queries regarding the contents of these TORs and all other inquiries, please send them to procurement e-mail provided.