



TERMS OF REFERENCE (TORs)

FOR

THE APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE THE DEVELOPMENT OF A STRATEGIC PLAN AND THE ANNUAL PERFORMANCE PLAN FOR THE DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT FOR A PERIOD OF 3 MONTHS

Application Deadline: 29 September 2019

Category: Professional Services

Type of Contract: Professional Services - Company

Languages Required: English

Starting Date: Immediately

Expected Duration of Assignment: Maximum of 3 months

1. PURPOSE

- 1.1. The purpose of these terms of reference is to invite proposals from suitably experienced company to facilitate the strategic planning session for the Department of Agriculture, Land Reform and Rural Development (DALRRD) to ensure it delivers on its new mandate.
- 1.2. The DALRRD came into existence after the merger of the former Department of Agriculture Fisheries and Forestry (DAFF) and the Department of Rural Development and Land Reform (DRDLR) during transition to 6th Administration.

2. BACKGROUND

- 2.1. The DALRRD Minister and the two Deputy Ministers facilitated a strategic planning session on the 5th of July and provided a strategic direction for the Department of Agriculture, Land Reform and Rural Development. The Vision, Mission and Values were developed. Also, in that session, the Strength, Weaknesses, Opportunities and

Threats (SWOT) were identified however, were not analyzed. The immediate sector priority deliverables were also identified as follows: -

- **Accelerated Land Reform**
- **Agri-parks**
- **Agriculture**
- **Corporate stability**

- 2.2. As a continuation from the session held on the 5th July 2019, DALRRD will undertake a planning session on the 19th – 21st September 2019 to commence with the development of the Strategic Plan for 2020/2021 – 2024/2025 and the Annual Performance Plan 2020 – 2021.
- 2.3. The session would also consider recent court judgements particularly for Restitution Programme and factor all recommendations in the afore-mentioned plans and include commitments made in the Medium-Term Strategic Framework, Operation Phakisa and the SONA.
- 2.4. It is against this background that UNDP in partnership with DALRRD needs to appoint a suitably qualified and experienced professional facilitator to facilitate a three days strategic planning session to be held in October 2019 for the DALRRD management and produce Strategic Plan and Annual Performance Plan as required.

3. THE OBJECTIVES OF THE PLANNING SESSION

- 3.1 To finalise and present the organizational Vision, Mission and Values.
- 3.2 To do SWOT analysis by taking into consideration the political mandate of the National Government, National Development Plan (NDP), the NDP 5 Year Implementation Plan and the Department's Mandate.
- 3.3 To reflect on the sector performance on Agriculture, Land Reform and Rural Development in terms of the MTSF 2014-2019 and Operation Phakisa on Agriculture, Land and Rural Development to inform planning.
- 3.4 To commence with the strategic planning process of DALRRD for 2020/2021-2024/25.
- 3.5 To develop strategic goals, strategic objectives and indicators (impact statements, outcomes statements and outcome indicators).

4. PROJECT SCOPE

- 4.1. The service provider is required to facilitate the process of developing and producing the Strategic Plan and the Annual Performance Plan.
- 4.2. Identify all the issues that affect performance of the department, highlight duplication of mandates/work and strengthen efficiencies.
- 4.3. Reflect on sector performance towards achievements of government priorities outlined in the MTSF and Operation Phakisa, so as to inform planning.
- 4.4. Identify performance impediments and provide advice on their elimination to achieve the mandate.
- 4.5. Have a comprehensive engagement with the department's team to review all available documentation relating to this exercise.
- 4.6. The planning session to be facilitated through the *theory of change methodology* in the development of strategic goals, objectives and indicators (impact statements, outcomes and outcome indicators).
- 4.7. Continuously engage DALRRD in ensuring that priorities/ objectives of the planning session are achieved.
- 4.8. Investigate whether the department's programmes are structured in such a way that optimizes implementation.
- 4.9. Investigate whether the current strategic objectives are still relevant for DALRRD to achieve its mandate.
- 4.10. Brainstorm and develop robust solutions and initiatives that the DALRRD can execute on, that will be packaged into a practical yet comprehensive implementation plan
- 4.11. The service provider will need to present a methodology that they will use in delivering on the requirements of the project.
- 4.12. Once the facilitation process is concluded, the service provider will be required to produce the Planning Workshop Report, Draft 2020-2025 Strategic Plan, Draft 2020/21 Annual Performance Plan and Project Close-Out Report.

5. DELIVERABLES

- 5.1. Draft comprehensive facilitation or workshop report.
- 5.2. Draft Strategic Plan and Annual Performance Plan documents and,
- 5.3. Project Close-Out Report

6. DURATION

- 6.1 The duration of engagement will commence after signing of the contract and notification of appointment has been accepted and this task will run for a period of \pm 3 months starting from October – December 2019 subject to performance review.

7. PROPOSAL REQUIREMENT

- 7.1 Proof that the service provider has the ability to develop a strategy and has an extensive knowledge of government planning frameworks, which will enable them to deliver as and when required.
- 7.2 Service provider to submit a schedule that portrays how days will be spent and which tasks will be executed.
- 7.3 Payment schedule/breakdown after key milestones have been completed to the satisfaction of the department and approval thereof granted by the Project Manager.
- 7.4 Company and staff must have sound knowledge and experience of developmental planning within the context of government.
- 7.5 Company profile and certified testimonial/ contract detail of previous similar scope of work with contactable references (this should be provided on the letter of the company serviced before – a minimum of 3 letters should be provided).
- 7.6 Project Plan/ Project management schedule.

7.7 Reliable transport and delivery services for the delivery of goods to a single point as specified and cost thereof.

8. METHOD OF PAYMENT

8.1. Payment will be made in Rands only.

8.2. Every invoice payment will be made within 30 days on receipt of the invoice and supporting deliverables.

Payment Schedule (*subject to adjustment after PIP review & finalisation*):

Deliverable	Payment	Timeframe
1. Project Implementation Plan (PIP) Finalisation, 3-day Strategic Planning Facilitation & Workshop Report	50%	Within a week of contract signing.
2. Final Reports: 5 -year Strategic Plan Document, Annual Performance Plan Document & Closeout Report	50%	Within 3 months and upon approval of all the deliverables by the Senior Management

9. EXPERTISE AND COMPETENCIES REQUIRED

The team must fulfil the following selection criteria:

9.1 **Education:** Team Leader must have Post Graduate Degree in Management and Business Studies, Public Administration or equivalent. **Team members** must have a minimum of 3- or 4-year university qualification on the above-mentioned academic disciplines.

9.2 **Knowledge and Skills:** Project team to be utilized in the execution of the project must individually have a minimum of 5 years' traceable experience in the following specialist areas: Strategic planning and Management, Development of Strategic Plan and Annual Performance Plan.

9.3 **Experience:** Team leader must have a minimum of 5 years of consulting experience on the topic of Strategic Planning Other team members must also have a minimum of 5 years of experience in the same field.

9.4 Working knowledge of South African government, especially on the issue of agriculture, development and land reform programmes.

10. PROJECT IMPLEMENTATION REPORTING

10.1 The Team Leader shall submit draft and final 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.

10.2 The project report (s) must be submitted in electronic formats. All such materials shall become the property of the UNDP and its development partner and no document may be reproduced, copied or distributed without prior written consent from UNDP and DRDLR.

11. INSTITUTIONAL ARRANGEMENTS

11.1 The Team will be:

- i. briefed by Chief Director Policy Research & Legislation Development-DALRRD and UNDP Project Manager at the start of the assignment and will henceforth report regularly to CD PR&LD-DALRRD and UNDP Project Manager throughout the assignment.
- ii. Supervised by the Chief Director PR&D- DALRRD.

11.2 Will report progress to the Chief Director PR&LD (DRDLR) and the UNDP.

11.3 The Team will be expected to observe the highest professional and ethical standards throughout project implementation.

11.4 Project monitoring, control and evaluation will be jointly done by UNDP and the DALRRD. UNDP Project Manager will administer the progress, contractual obligations of the project and do quality assurance.

12. RELEVANT INFORMATION/DOCUMENTATION

- 12.1 Information and related documents will be available on request from Chief Directorate: PR&LD in the DALRRD and all relevant role players.
- 12.2 The UNDP Senior Management will be available for consultation regarding related issues, progress briefings and any other matters related to smooth execution of the project and success thereof.

13. CONFIDENTIALITY

All information, discussions, documents and reports that arise from this assignment must be regarded as confidential. Only UNDP, or its development partner, shall have the right to make public the findings or deliverables of this project.

14. APPLICATION REQUIREMENTS

The qualifying company is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the team's ability to provide the services outlined in the Project Scope and Expected Deliverables. Please include the following:

- Cover letter stating the ability of the team to undertake this assignment
- Detailed CV(s) indicating qualifications and relevant experience of each team member.
- A proposal (technical & financial) indicating a description of the proposed approach to the scope of work, preliminary work plan with timelines, deliverables and detailed budget.
- Company documents, including profile and track record.
- A proposed work schedule with clear milestones and timeframes for the conceptualization, development of the Strategic Plan and Annual Performance Plan for DALRRD. (Attach a detailed project plan).

Also, flexibility in customer service in terms of turnaround times regarding problem solving.

15. CRITERIA FOR SELECTION

Selection criteria will be based on functionality, knowledge and experience. Proposal will be weighted at a maximum of 100 points with 70% pass rate. The selection of the successful company with required team of experts will be aimed at maximising the overall qualities in required areas of competence. This will be broken down in the following manner:

Criteria for Selection		Points Allocated
(As per RFQ or RFP)		Per Criteria
1	Technical Proposal	60
a	<p>Expertise and reputation of institution/Company submitting Proposal demonstrating relevance of:</p> <ul style="list-style-type: none"> - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on related Projects in the Country - portfolio of evidence /certificates/ letters of previous successful work performed by your company. - The letters must specifically reflect the completion of statutory requirements such as Strategic Plans, Annual Performance Plans and Business Plans. - Over and above, a sample of strategies that were developed over time since existence of the company but not older than five years. 	30
b	<p>Proposed Work Plan and Approach:</p> <ul style="list-style-type: none"> - Is the scope of task well defined and does it respond to the TORs? - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? 	30
2	Knowledge and Experience	40
a.	Team Leader Education: Post Graduate Degree in Management and Business studies, Public Administration or any other equivalent and relevant post graduate degree.	10
b.	Team Members Education: minimum of 3- or 4- year university qualification on Management and Business Studies, Public Administration or any other equivalent and relevant degree.	10
e.	Experience: <u>Team leader(s)</u> must have a minimum of 5 years of consulting experience on the topic of Strategic Planning in the development sector.	10

	f.	Experience: Other team members must have a minimum of 5 years of experience in the same fields.	10
TOTAL TECHNICAL SCORE (Passing Rate = 70%)			100 pts

16. TERMS AND CONDITIONS

- 16.1 Awarding of the contract will be subject to the company's acceptance of UNDP Terms and Conditions.
- 16.2 UNDP reserves the right to terminate the contract in the event that there is clear evidence of non-performance, by the service provider.
- 16.3 The information contained in these TORs has been prepared to guide interested parties in making their own evaluation and does not purport to contain all the information that a consultant may require. A consultant must make every effort to adequately responds to the terms.
- 16.4 No material or information derived from the provision of the services under the contract may be used for any other purpose except for those of UNDP, except where duly authorised to do so in writing by the UNDP.
- 16.5 Copyright in respect of all documents and data prepared or developed for the purpose of the project by the service provider shall be vested in the UNDP and its partner.

17. 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.