



## TERMS OF REFERENCE

For

### FINAL PROJECT EVALUATION

**Application Deadline:** 18<sup>th</sup> May 2020

**Category:** Local Consultant

**Type of Contract:** Individual Contractor

**Languages Required:** English

**Starting Date:** Upon contract signature by both parties

**Expected Duration of Assignment:** 25 days

#### I. BACKGROUND AND PROJECT OVERVIEW

United Nations Development Programme (UNDP) is the United Nations global development network operating in 177 countries, advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. As a development agency, it supports these individual countries to develop and accelerate implementation of their own solutions to local and global challenges. As a development partner, UNDP has also a role to be an integrator of Sustainable Development Goals (SDG's) and manage trade-offs thereafter.

Since January 2011, UNDP in South Africa (SA) and the former Department of Rural Development and Land Reform (DRDLR), now known as the Department of Agriculture, Land Reform and Rural Development (DALRRD) have been collaborating towards enhancing the capacity of government to design and implement improved policies on land reform and rural development. In accordance with the agreed Memorandum of Understanding (MOU), the key project activities included: advisory and policy research and analysis work, technical expertise support, and facilitation of activities related to the drafting of land reform and rural development policies and strengthening the capacity of government and non-government actors through international knowledge and information exchange. The legal and programmatic basis for collaboration is underpinned by the MOU between UNDP and DRDLR, Project Document (Prodoc), UNDP Financing Agreement (Cost-sharing Agreement), UNDP Strategic Plan, Country Programme Document of 2013-2020 (CPD-2013/2020) and Standard Basic Assistance Agreement (SBAA) and UN Strategic Cooperation Framework of 2013-2020 (UNSCF-2013/2020).

The former DRDLR was the custodian of land reform and rural development programme in South Africa. The new DALRRD mandate is still the same as that of the DRDLR except that it has added the component of Agriculture. The vision of the former DRDLR was 'to achieve vibrant, equitable and sustainable rural communities' (Outcome 7 of the National Development Plan (NDP)). Among the Outputs required to achieve Outcome 7 is Output 5, which calls for an 'enabling institutional environment for sustainable and inclusive growth'. This directly addressed Sub-Outcome 1 of the NDP for an 'improved land administration and spatial planning for integrated development in rural areas'.

In relation to the above

Anchored in the Chief Directorate for Policy Research and Legislation Development of the DALRRD and Inclusive Growth Programme of UNDP, the support by UNDP under this project has focused mainly on upstream policy development rather than on downstream policy implementation, although there had been some direct engagements with the public at grassroots level during the development of Communal Land Tenure Bill (CLTB). On this occasion UNDP was requested by the former DRDLR to support a research team which was conducting pre-legislation development research and consultations in the Eastern Cape, in 2016/17.

Over the years, starting from 2011, the support has focused mainly on the following:

- o Technical research assistance;
- o Policy advice;
- o International knowledge exchanges;
- o Capacity development;
- o Promoting and facilitating inclusive community consultations and platforms for multi-stakeholder engagements; and
- o Project Management and operational services.

This project was jointly conceptualized and titled "*Integrated Comprehensive Rural Development Strategy and Promotion of Access to Land*" (otherwise known as *Land Reform and Rural Project*). The project recognized the critical role that the Department plays in promoting rural development and equitable access to land to address inequality, poverty and underdevelopment in rural areas. The project sought to contribute to addressing the following interconnected challenges:

- o Lack of access to land by the communities living in rural and peri-urban areas.
- o Insufficient infrastructure to support rural communities to be economically active.
- o Lack of support for programmes designed to address poverty, inequality and unemployment.
- o Inadequate institutional infrastructure to sustain human skills development.
- o Absence of a coherent and integrated rural development strategy to address socio-economic issues.

The intended key performance results of this collaboration were to assist government to:

- o Develop integrated rural development strategy
- o Develop a coherent Land Reform strategy and operational plans
- o Coordinate and facilitate access to International Information and Knowledge Exchange Programme that share experiences from other countries on equitable access to land and rural development.
- o Facilitate Inclusive multi-stakeholder forum to discuss and provide solutions on how access to land can contribute to poverty reduction established.

## **2. OBJECTIVES**

This evaluation will provide information to DALRRD, project donors and other stakeholders about the project results achieved through its implementation, with the resources allocated. The evaluation will be used to inform the remaining period of project implementation, and its potential next phase. Therefore, it will be imperative:

- To review, evaluate and document the projects' achievements, shortcomings, lessons learnt, relevance, effectiveness, efficiency and sustainability, as well as any effects other on the project on vulnerable groups especially in rural and previously disadvantaged communities.
- To assess and document effectiveness and efficiency of UNDP support to the project.

## **3. PROJECT SCOPE AND DURATION**

The evaluation will be conducted from 01 June 2020 to 6 July 2020 covering pre and post Prodoc activities and implementation. Project implementation started in 2011 on an ad hoc bases and it went on full scale implementation from 2016 to 2020. Therefore, most of analysis work will be based on full scale implementation period. Implementation is mainly on research and development and there are several research knowledge products that will be analysed in relation to the bigger picture of policy development, delivery and impact. The scope of work will involve:

- Administering questionnaire aimed at establishing the impact and contribution of partnership to the improvement of policy development in the DALLRD. This may lead to snowball sampling evaluation method.
- Provide the analysis of how the generated knowledge has contributed to the holistic approach of policy formulation process and if the generated data has really contributed in realizing broader and long-term objectives of the department.
- Assess the level of benefit in response to the intended results and/or outputs which are outlined in the Project Document and its subsequent amendments and link this to Country Programme Document.
- Through analysis of the received responses from the informants, identify the value of partnership and the prospects to replicate the same in future.
- Assess the contribution of project results to Sustainable Development Goals.

## **4. EVALUATION CRITERIA AND KEY GUIDING QUESTIONS**

In light of this evaluation assignment, the Individual Contractor (IC) is expected to analyse the data and share conclusions and recommendations generated by his/her analysis. As a reference point for the evaluation, the IC will be guided by indicative evaluation questions below. However, upon receipt of briefing pack, IC can further amend, adjust, elaborate on them and as part of final evaluation report annexes, be attached and submitted as part of the evaluation methodology. The evaluation shall mainly aim to assess the relevance, effectiveness, efficiency and sustainability, as well as to document any emerged human rights issues as the results of implementation of this project.

## Relevance

- o To what extent was the *Integrated Comprehensive Rural Development Strategy and Promotion of Access to Land Project* in line with the national development priorities and goals and with UNDP's country programme and Strategic Plan?
- o Is the *Integrated Comprehensive Rural Development Strategy and Promotion of Access to Land Project* theory of change clearly articulated?
- o Are the activities and outputs of *Integrated Comprehensive Rural Development Strategy and Promotion of Access to Land Project* consistent with the overall project's objectives and goals? To what extent have these activities been contributing to the project's results?
- o To what extent has the project contributed to the positive change in gender equality and the empowerment of women? Looking at the high-level changes namely policy decision making, resources mobilization, etc.
- o To what extent has the project contributed in addressing the pace of land reform programme issue and rural development?
- o To what extent has the project contributed to the state transformation agenda and restorative justice?
- o To what extent has the project contributed to employment programmes of the country?
- o To what extent has the project been appropriately responsive to political, legal, economic, institutional and social changes in the country particularly in relation to Sustainable Development Goals, National Development Plan, UNDP and DALRRD Strategic Plans, respectively as well as other relevant development frameworks and recent policy proposals.
- o What has been the effects or impact of the COVID-19 in the achievement of the project objectives and results?
- o To what extent the results of this project can be a cushion to address Covid-19 outbreak effects during and after the pandemic?

## Effectiveness

- o To what extent has the *Integrated Comprehensive Rural Development Strategy and Promotion of Access to Land Project* contributed to the national development priorities, UNDP's country programme outcome and outputs, and Strategic Plan?
- o To what extent were the project's outputs achieved?
- o Are the intended objectives likely to be achieved by the end of December 2020?
- o What were the major factors influencing the achievement or non-achievement of the objectives?
- o To what extent has the project's partnership strategy and approach been appropriate and effective?
- o In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- o In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

- o What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- o Are the projects objectives and outputs clear, practical and feasible within its timeframe?
- o To what extent have key stakeholders been involved in project planning and implementation?
- o To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes and during project implementation?
- o To what extent are project management, implementation, and monitoring and evaluation participatory and is this participation contributing towards achievement of the project objectives?

### **Efficiency**

- o To what extent are the project outputs achieved with efficient use of resources?
- o To what extent were partnership modalities (e.g. project management, financial systems) conducive to the delivery of the project's outputs?
- o To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- o To what extent was the project management and staffing structure as outlined in the project document efficient in generating the expected results?
- o To what extent have the project implementation strategy and execution been efficient and cost-effective?
- o To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- o To what extent has the Project's procurement modality been efficient and cost-effective? Value for money.

### **Sustainability**

- o To what extent did the project establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels?
- o To what extent has the project contributed to strengthening national partners' institutional capacities and resources, including sustainability strategies, in place to sustain the outcome level results?
- o To what extent have the project contributed to policy, strategies, and guidelines in place that will ensure sustainability of results?
- o To what extent did the project contribute to partnerships with other national institutions, NGOs, United Nations agencies, the private sector and development partners to achieve or sustain the attained results?
- o Are there any financial risks that may jeopardize the sustainability of the achieved project outputs?
- o To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- o What are the risks that threaten project or its results sustainability?
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## 5. METHODOLOGY

The IC will propose the Final Project Evaluation methodology in the proposal. The detailed and final methodology shall be discussed with UNDP team after the IC has been appointed. The final project evaluation methodology should include well-thought-out sampling methods for selecting key informants, sampling methods for selecting beneficiaries (internal & external), and methods for assessing results stated in the project document using methods as follows:

- o Reviewing of relevant project-related documents;
- o Conducting individual/ semi-structured interview with project's core team, Project stakeholders such as Officials from DALRRD, Project Sponsor, and other relevant departments and government entities contributing and/or participating in the project, other UNDP project staff and senior management, other relevant stakeholders and beneficiaries;

The final methodological approach including interview schedule, field visits, if conducive and data to be used in the evaluation should be fully discussed and agreed between UNDP, stakeholders and the evaluators. The methodology and techniques to be used in the evaluation should be described in detail in the evaluation methodology report and the final evaluation report,

The *Comprehensive Rural Development Strategy and Promotion of Access to Land Project* team will work closely with the contractor to facilitate this process, including:

- o Providing relevant documents related to *Comprehensive Rural Development Strategy and Promotion of Access to Land Project* for desk review;
- o Assist in identifying stakeholders and sources of information; and
- o Where necessary, assist in organizing meetings with stakeholders, while the contractor will be fully independent and will retain enough flexibility to determine the best approach to collecting and analyzing data for the evaluation.

## 6. DELIVERABLES

- o The expected deliverables are inception report outlining the understanding of the Terms of Reference, methodology and the reasons for the chosen methodology. Inception report must include implementation plan, activity schedule, milestones, resource breakdown and timelines.
- o An Individual Contractor shall submit a draft evaluation report which will be presented to all stakeholders for inputs and comments. All comments, questions and inputs shall be responded to and incorporated to the final report for approval by Management.
- o Individual contractor is expected to deliver summative evaluation report with recommendations on project improvement and future considerations for programming and any other useful information that may assist improved delivery and management of partnerships of this nature and magnitude.
- o Final evaluation report in full and abridged version both with executive summaries. Full report should be maximum of 50 pages excluding annexes.
- o During evaluation, IC may be required to do presentations on progress to Management.
- o Payments will be processed based on the quality of deliverable received and is structured according to the table below.

### Payment Schedule

Deliverable	Payment	Timeframe
1. Inception Report with detailed evaluation methodology and Project Implementation Plan (PIP) with clear timelines.	25%	Within 5 days of contract signing.
2. Draft Evaluation Report	40%	Within 10-15 days after commencement.
3. Final Evaluation Report	30%	Within 20-25 days after commencement and upon approval.

## 7. REQUIRED COMPETENCES

The IC must fulfil the following selection criteria:

1. **Education:** Post Graduate Degree (Masters or equivalent) in Development Studies, Public Policy, Political Science, International Development or any other relevant post-graduate qualification with specialized knowledge of programme and project evaluation. Specialized training in programme evaluation, innovation and graphic design will be an added advantage.
2. **Knowledge and Skills:** Knowledge of Programme and Project Evaluation, Policy development and analysis, Research, Development Finance, Information and Knowledge Management, Development and Agricultural Economics, Official Report Writing, Socio-Economic impact assessment system, understanding of land reform programme of South Africa, functioning of government and international development organisations, knowledge of government programme of transformation and SA policy and legislation development process.
3. **Abilities:** Ability to analyse financial reports, ability to assess socio-political & socio-economic impact, ability to communicate evaluation findings in a manner that will not limit comprehension due to jargon use and ability to use graphics to break down complex information.
4. **Experience:** Individual Contractor must have more than 7 years of experience in programme and project evaluation environment, Strong record of conducting evaluation of development projects, preferably policy or rural development related projects

## 8. EVALUATION ETHICS

The evaluation of the project is to be carried out according to ethical principles and standards.

- o **Anonymity and confidentiality-** the evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.

- **Responsibility-** the report must mention any dispute or difference of opinion that may have arisen between the Individual Contractor and the heads of the Project in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement and must be noted.
- **Integrity-** the Individual Contractor will be responsible for highlighting issues not specifically mentioned in the ToR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence-** the Individual Contractor should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents-** if problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to UNDP. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by UNDP in this Terms of Reference.
- **Validation of information-** the Individual Contractor will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property-** in handling information sources, the Individual Contractor shall respect the intellectual property rights of the institutions that are under review.
- **Delivery of reports-** if delivery of the reports is delayed, or in the event that the quality of the reports delivered is lower than of the quality desired by UNDP, payments may be withheld until such time that the delivery is done, or quality of the report has been improved.

## 9. IMPLEMENTATION ARRANGEMENTS

- The Individual Contractor 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.
- The project evaluation 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.

## 10. INSTITUTIONAL ARRANGEMENTS

The appointed Individual Contractor will be:

- Working with UNDP team including Project Manager and Monitoring and Evaluation Manager.
- Briefed by Project Manager and Monitoring and Evaluation Manager at the start of the assignment and will henceforth report regularly to Monitoring and Evaluation Manager throughout the assignment.
- Supervised by the Monitoring and Evaluation Manager.
- The Individual Contractor will be expected to observe the highest professional and ethical standards throughout project implementation.



- Project monitoring, control and evaluation will be jointly done by UNDP Management.
- Project Manager will administer progress, contractual obligations, assist with coordination and facilitation of meetings with key informants and provide required information or data for analysis.
- Monitoring and Evaluation Manager do quality assurance and clear the final evaluation report.

## 11. APPLICATION REQUIREMENTS

The qualifying Individual Contractor is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the contractor's ability to provide the services outlined above. Please include the following:

- Cover letter stating the knowledge, skills and abilities of the Individual Contractor to undertake this assignment.
- A technical proposal indicating a description of the proposed approach to the scope of work, preliminary work plan with timelines, deliverables and detailed budget or financial proposal (All inclusive).
- Applicant must also take into consideration the current state of the world, with Covid-19 pandemic regulations, IC may need to devise conducive and feasible strategies to fulfill the requirements of this assignment. Those strategies should be incorporated to the proposal.
- Detailed Curriculum Vitae indicating qualifications and relevant experience. Also attach copies of qualifications
- 2 relevant examples of previously produced evaluation reports.
- Reference letter supporting your abilities to produce evaluation report.

## 12. CRITERIA FOR SELECTION

Selection criteria will be based on functionality, knowledge and experience. Technical proposal will be weighted at a maximum of 100 points with 70% pass rate. Financial Proposal weight is 30% to make the total of 100%. The selection of the successful candidate 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 Criterion
I		<b>Technical Proposal (overall presentation)</b>	<b>50</b>
	a	Expertise and reputation of an Individual Contractor submitting Proposal demonstrating relevance of: <ul style="list-style-type: none"> <li>- Specialized Knowledge</li> <li>- Experience on similar assignment.</li> </ul>	25
	b	Proposed Work Plan and Approach:	25

		<ul style="list-style-type: none"> <li>- Is the scope of task well defined and does it respond to the TORs?</li> <li>- Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project?</li> </ul>	
2		<b>Education, Knowledge, Skills and Experience</b>	<b>50</b>
	a.	Individual Contractor must have a Post Graduate Degree (Masters or equivalent) in Development Studies, Public Policy, Political Science, International Development or any other relevant post-graduate qualification with specialized knowledge of programme and project evaluation. Specialized training in programme evaluation, innovation and graphic design will be an added advantage.	20
	b.	<b>Knowledge and Skills:</b> Knowledge of Programme and Project Evaluation, Policy development and analysis, Research, Development Finance, Information and Knowledge Management, Development and Agricultural Economics, Official Report Writing, Socio-Economic impact assessment system, understanding of land reform programme of South Africa, functioning of government and international development organisations, knowledge of government transformation agenda and SA policy and legislation development process. ability to use graphics to break down complex information.	15
	c.	<b>Experience:</b> Individual Contractor must have more than 7 years of experience in programme and project evaluation environment, Strong record of conducting evaluation of development projects, preferably policy or land and rural development related projects.	15
<b>TOTAL TECHNICAL SCORE (Passing Rate = 70%)</b>			<b>100</b>

### 13. TERMS AND CONDITIONS

- Awarding of the contract will be subject to the company's acceptance of UNDP Terms and Conditions.
- UNDP reserves the right to terminate the contract in the event that there is clear evidence of non-performance.
- 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 contractor may require. A contractor must make every effort to adequately responds to the terms.

### 14. 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.

## **15. ANNEXES**

Briefing Pack:

Upon appointment the IC will be briefed on project background and be supplied with all relevant documents. Amongst those there will be:

1. Project Document
2. Cost Sharing Agreement
3. Project Document extensions
4. Country Programme Document
5. UNSCF
6. UNDP Strategic Plan
7. Cooperation document: SBAA
8. Green Paper on Land Reform
9. Knowledge Products generated over the years.
10. Annual Plans
11. Annual Reports
12. Progress reports
13. Steering Committee Meetings Minutes
14. Progress Meetings Minutes
15. Budget Review Reports
16. Implementation Review Reports
17. UNDP evaluation procedure and guidelines or regulations
18. DALRRD relevant strategic documents