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TERMS OF REFERENCE

For

LAND REFORM & RURAL DEVELOPMENT SUPPORT PROJECT KNOWLEDGE PRODUCT (KP) DEVELOPMENT FROM PIECES OF EXISTING RESEARCH ON LAND REFORM, AGRICULTURE & RURAL DEVELOPMENT

Application Deadline: 20 November 2020
Category: Local Consultants
Type of Contract: Company/Institution
Languages Required: English
Starting Date: Immediately
Expected Duration of Assignment: 4 Months

1. 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 also has a role to generate knowledge, to be an integrator of Sustainable Development Goals (SDG's) and manage trade-offs thereafter. The legal framework of United Nations (UN) in South Africa is underpinned by the Convention on the Privileges and Immunities of the UN of 1947. Republic of South Africa recognised the Convention and has promulgated the Diplomatic Immunities and Privileges Act, 2001 (Act No. 37 of 2001) to give effect to the Convention.

As part of its valuable partnerships in South Africa, UNDP collaborated with the Department of Agriculture, Land Reform and Rural Development (DALRRD) to provide support in enhancing the capacity and knowledge of government to design and implement improved and most inclusive policies on land reform, agriculture and rural development. In accordance with the agreed Memorandum of Understanding (MOU), the key partnership project activities included: advisory and policy research and analysis work, technical expertise support, and coordination of activities and engagement forums related to policy research on land reform, rural development and agriculture as well as strengthening

the capacity of government and non-government actors through international knowledge and information exchanges. This collaboration started in 2011 up to date. The legal and programmatic basis for collaboration is underpinned by the MOU between UNDP and the DALRRD, UNDP Project Document (Prodoc), UNDP Financing Agreement (Cost-sharing Agreement), UNDP Strategic Plan, UNDP 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). In addition, the bases for programming are informed by the National Development Plan (NDP), Medium Term Strategic Framework (MTSF), Cabinet Lekgotla strategic directions and resolutions, as well as the Department's Strategic Plans and Annual Performance Plans.

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 focused mainly on upstream policy development rather than downstream policy implementation, although there had been some direct engagements with the public at grassroots level during the development of certain policies and downstream projects implementation pilots.

Over the years, starting from 2011, the support has mainly focused on the following:
- Technical research (research) assistance on land tenure security, communal land tenure, recordal of rights, deeds registration, gender dynamics in land reform, land administration, agricultural land ownership, finacialisation and foreignisation of agricultural land, economic modeling, commodity organisations and enterprise development, land redistribution, AgriParks, small holder farmers, beneficiary selection, review of White Paper on Land Policy, Expropriation of Land without Compensation, etc.
- Policy advisory services on the above-mentioned aspects;
- International knowledge exchanges and capacity development;
- Promoting and facilitating inclusive community consultations and platforms for multi-stakeholder engagements; and
- 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 Development Support 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 unemployment in rural and peri-urban areas. The project sought to directly and indirectly contribute to addressing the following interconnected challenges:

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

The intended key performance results of this collaboration were to support government to:
- Develop integrated rural development strategy
- Develop a coherent Land Reform strategy and operational plans

- Coordinate and facilitate access to International Information and Knowledge Exchange Programmes to share experiences from other countries on equitable access to land and rural development.
- Facilitate Inclusive multi-stakeholder forums to discuss and provide innovation solutions on issues of access to land and rural development.

Over the years of collaboration there has been substantial work undertaken on policy research and development that this project has produced. These results need to be preserved, hence the need to develop a knowledge product (KP) for knowledge management purposes and public access.

2. CONTEXT

UNDP defines Knowledge Management (KM) as the summary of all measures designed to address its knowledge-related challenges. It recognizes that knowledge is both a key output that it delivers to its partners and clients, as well as a key resource that the organization needs in order to deliver its results. The key objective of KM in UNDP is to drive UNDP's global leadership in achieving (1) inclusive and sustainable growth and development, (2) stronger systems of democratic governance, (3) strengthened institutions to deliver access to basic services, (4) gender inequality and women's empowerment, (5) reduced likelihood of conflict and risk of natural disasters, (6) early recovery and return to sustainable development pathways in post-conflict and post-disaster settings, and (7) development of debates and actions that prioritize eradication of poverty, inequality and exclusion, Within this context knowledge products and tools are key elements for knowledge management. Knowledge creation and learning is the ultimate objective of UNDP's knowledge generation work.

UNDP aims at injecting itself into the public development conversation by actively reaching out to its audience such as readers of publications, visitors of websites, and participants of events. It engages with local and regional public intellectuals, research-based institutions, think tanks, policy forums and public media to learn and shape policy debates, emphasizing in particular local adaptation of knowledge and ownership of solutions that are responsive to local needs and support the scaling up of local innovations. The required knowledge products (KP) will therefore assist in realizing the above-mentioned goals.

At times, political sensitivities favor private knowledge sharing, with public sharing limited to highly processed knowledge products. This makes open public sharing of challenges, shortcomings and lessons outside organizational boundaries difficult and 'against the culture'. Land Reform Programme in South Africa proved to be one of those interventions where all parties involved were very cautious about sharing knowledge prematurely due to political sensitivities. After nine years of implementation, from 2011, UNDP and DALRRD believe that a wealth of knowledge has been developed over this period, and thus this assignment is considered necessary and timely.

3. OBJECTIVES

This assignment's direction is focused on collation and production of knowledge and to improve all aspects of existing research products. The intention is to foster evidence-driven learning, enforce collection, collation and analysis of robust data and evidence so that it will strengthen and proactively harness evidence-based policy research analysis capacity for sector intelligence and data-driven decision making. The objectives of this assignment are:

a) To assist UNDP and its partner to create and produce a one-stop repository, which will be a resource book with a collection of well researched articles, case studies, reports, discussion documents, advisory notes, policy development tools and more.
b) To assist UNDP and its partner to develop succinct knowledge or communication products such as online articles/newsletters, infographic books, block posts, development tools, pamphlets, etc.

In going about putting together this collection and sharing information there will be a need to balance long-term vision with quick wins: pick a few core quick win activities where difference can be quickly shown and prioritize. Quick win activities can be activities that are easy to plan and implement but will contribute to a positive knowledge-sharing environment (for example, brown bag sessions to present lessons learned, online pamphlets, booklets or articles). At the same time, keep long-term vision of an accessible resource book in view. The ultimate goal is to work towards developing a knowledge product that shares the impact which demonstrate the UNDP as the thought leader in development, share the results and lessons learnt. In the same breath, caution should be taken to guard against excessive codification of knowledge, putting it in the form of formal, lengthy reports and guidance notes for which the impact is unknown or unidentifiable.

4. REQUIRED

An institution or a company with a diverse core team of <u>not more</u> than three (3) people led by an experienced team leader who is an expert in land and agrarian policy and an excellent writer, with sufficient knowledge and understanding of international development, South African government machinery, private sector, and management of partnerships. The supporting team members must have diverse skills which are broad enough to use in developing a knowledge product in land reform, agriculture and development sector. The team must be flexible and able to consider or implement suggestions from the internal technical team. They must also have access to graphic design and GIS services which will allow them to produce high quality reports with good infographic design and layouts.

5. DURATION

The assignment will be for a period of 4 months. The briefing and Project Inception Report will detail the realistic delivery schedule and the actual types of knowledge products to be produced.

6. PROJECT SCOPE

The assignment will be undertaken from December 2020 to March 2021 covering pre and post Project Document research products. Research products are mainly about land and agrarian policy research and analysis.

UNDP in partnership with the Department of Agriculture, Land Reform and Rural Development have produced knowledge that covers but not limited to evidence-base policy research, Socio-economic Impact Assessments for legislation development, economic modelling for land size and efficiencies, agriculture-smallholder, foreignisation and financialisation of agriculture, agro-processing, agrarian

reform, land ceilings, rural economic transformation, land governance, land tenure reform, land redistribution, recordal of land rights, land administration, expropriation of land without compensation, trade agreements, gender dynamics in land and agriculture, spatial planning, economics of land, agricultural economics, policy analysis and legislation development. The type of existing knowledge products developed under these themes were analytical, statistical, exploratory, evaluation and sometimes with overlapping information or duplication.

The scope of work will include:

a) Analysis, collation and compilation of knowledge products according to thematic areas and/or academic disciplines, as highlighted above.
b) 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 and UNDP.
c) Assessment of the level of benefit in response to the intended results and/or outputs which are outlined in the Project Document.
d) Conduct literature review to close the identified gaps in the existing research products.
e) Decide on the layout of all the documents to be produced.
f) Advise UNDP and DALRRD Knowledge Management and Communication Team on low hanging knowledge products to publish.
g) Proofread and edit all the produced knowledge products.
h) Prepare presentations for progress reporting as and when required.

7. METHODOLOGY

The suitable Team will propose the approach in the proposal. The detailed and final methodology/approach shall be discussed with UNDP-DALRRD team after the appointed team has gone through the existing research products and made analysis of the most suitable approach. The final methodological approach including interview schedule, and supplementary data required to close the gaps in existing research products will be discussed and finalised with UNDP-DALRRD team.

8. EXPECTED DELIVERABLES

a) The expected deliverables are inception report outlining the understanding of the Terms of Reference, detailing the methodology and the reasons for the chosen methodology. The inception report must include implementation plan, activity schedule, milestones, resource breakdown and timelines.
b) A draft outline of how the existing data is going to be collated, analysed and be developed into a fully-fledged resource book. Presentation of the layout of the resource book.
c) Quick wins knowledge products for online publishing or interactive sessions.
d) Resource Book.
e) Innovative proposal or recommendations on creating online one-stop repository.

Payment Schedule

	Deliverable	Payment	Timeframe
1.	Inception Report with detailed approach/ methodology and Project Implementation Plan (PIP) with clear timelines.	25%	Within 20 days after contract signing.
2.	Progress Report/presentation & Draft Zero	20%	Within 1½ month (45 days) after submission and upon approval of inception report.
3.	Knowledge Products Draft One – Resource Book draft and quick wins	20%	Within 10-15 days after submission and upon approval of draft zero.
4.	Knowledge Products Draft Two- Resource book draft and quick wins	15%	Within 10-15 days after submission and upon approval of draft one.
5.	Knowledge Products Final Draft- Resource Book.	20 %	Within 20-25 days after submission and upon approval of the final draft.

9. REQUIRED COMPETENCES

The Team must fulfil the following selection criteria:

1. **Education**:

   Team Leader: PHD in Public Policy, Law, Political Science, History, Development Economics, Development Studies or any other relevant PHD qualification with specialized knowledge of planning, policy research and legislation development in the field of land policy, rural development & agriculture.

   Specialized training in Knowledge Management, Geographic Information System (GIS), Innovation and Graphic Design & Layout will be an added advantage.

   Support team members: Post Graduate Qualification, preferably Master's in Communications, Public Policy/Administration, Agricultural Economics, Economics, Planning, Law, Information & Knowledge Management, Data Science, or any other relevant Social or Human Sciences post-graduate qualification.

   Specialized training in Economic Modelling, Geographic Information System (GIS), Knowledge Management, Innovation and Graphic Design & Layout will be an added advantage.

2. **Combined Competencies and Skills:**

   Solid knowledge of land reform programme of South Africa, Policy development and analysis; Research; Knowledge Product development; drafting, reviewing, editing at developmental, during writing (copy editing) and proof reading & design; excellent writing skills in English; innovation and creative skills, Information and Knowledge Management systems; Socio-Economic impact analysis systems for legislation development; project management; functioning of government and international development organisations; knowledge of

government programme of transformation and SA policy and legislation development process.

3. **Abilities:** All team members must have an ability to: analyse research reports and develop concrete knowledge product for public consumption; Ability to review and synthesize voluminous literature and texts; be able to assess socio-political & socio-economic impact; write in a manner that will not limit comprehension due to jargon use as well as ability to use or apply infographics to break down complex information and be able to produce high quality products in a short space of time.

4. **Experience**: team leader must have more than 15 years of experience in research and knowledge product development, be a Published Author, must have strong record of conducting research on development projects, preferably on land policy, legal, agriculture, economics or rural development related projects. Other team members must have 5 years' experience in policy development and knowledge production.

10. REQUIRED ETHICAL CONDUCT

The evaluation of the project is to be carried out according to ethical principles and standards.
a) **Responsibility**- an appointed team has a responsibility to deliver as promised by ensuring quality and acceptable product.
b) **Integrity**- the contracted team will be responsible for highlighting issues not specifically mentioned in the ToR, if this is needed to obtain a more complete product.
c) **Incidents**- if problems arise during the collation and development of knowledge product, 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.
d) **Validation of information**- the contracted team will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented at the end.
e) **Intellectual property-** in handling information sources, the contracted team shall respect all the intellectual property rights which will be highlighted in terms and conditions of the contract as well as in rules and regulations of UNDP.
f) **Delivery of reports-** if delivery of the final product is delayed, or in the event that the quality of the product 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 product has been improved and acceptable.

11. IMPLEMENTATION ARRANGEMENTS
a) The Contracted Team shall submit progress reports which clearly present work undertaken, drafts and final product of knowledge. 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.

b) All deliverables 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 for financial gain without prior written consent from UNDP.

c) UNDP and DALRRD will share all the generated research products with the contracted team.

12. INSTITUTIONAL ARRANGEMENTS

The contracted Team will be:
a) Working with UNDP team including Programme Manager, Project Manager and Knowledge Management Official.
b) Briefed by Program Manager, Project Manager and Knowledge Management Official at the start of the assignment and will henceforth report regularly to Senior Management throughout the assignment.
c) Supervised by the Project Manager.
d) The Contracted Team will be expected to observe the highest professional and ethical standards throughout project implementation.
e) Project monitoring, control and evaluation will be jointly done by Technical Task Team which will involve implementing partners.
f) Project Manager will administer progress, contractual obligations, assist with coordination and facilitation of meetings and provide required information or data for analysis.
g) The Project Steering Committee or assigned technical task team will approve the final knowledge product for publishing.

13. APPLICATION REQUIREMENTS

The qualifying Team 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 above. Please include the following:
- Cover letter stating the knowledge, skills and abilities of the team 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, the team 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 knowledge products.
- Reference letter supporting your abilities to produce evaluation report.

14.   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 company will be aimed at maximizing 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**	30
	a	Expertise and reputation of Institution/Company/Team submitting Proposal demonstrating relevance of: Specialized Knowledge (*Public Policy, Law, Agricultural Economics, Economics Political Science, History, Development Studies, Information & Knowledge Management, Graphic Design & Layout*) - Experience on Similar Programme / Projects - Experience on related Projects in the Country/Region	15
	b	Proposed Work Plan and Approach: - 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?	15
2		**Education, Combined Competencies and Skills, Abilities and Experience**	70
	a.	**Team Leader**: PHD in Public Policy/Administration, Law, Political Science, History, Development Economics, Development Studies, Planning or any other relevant PHD qualification with specialized knowledge of planning, policy research and legislation development in the field of land policy & agriculture. Specialized training in Knowledge Management, Geographic Information System (GIS), Innovation and Graphic Design & Layout will be an added advantage.	20
	b.	**Support Team:** Post Graduate Qualification, preferably Master's in Communications, Public Policy/Administration, Agricultural Economics, Economics, Finance, Law, Information & Knowledge Management, or any other relevant Social or Human Sciences post-graduate qualification. Specialized training in Geographic Information System (GIS), Economic Modelling, Knowledge Management, Innovation and Graphic Design & Layout will be an added advantage.	10

	c.	**Combined Competencies and Skills:** understanding of land reform programme of South Africa; Policy development and analysis; Research; Knowledge Product development, drafting, reviewing, editing at developmental, during writing (copy editing) and proof reading & design; excellent writing skills in English; innovation and creative skills, Information and Knowledge Management systems; Socio-Economic impact analysis for legislation development; project management; functioning of government and international development organisations; knowledge of government programme of transformation and SA policy and legislation development process.	20
	d.	**Abilities:** All team members must have an ability to: analyse research reports and develop concrete knowledge product for public consumption; Ability to review and synthesize voluminous literature and texts; be able to assess socio-political & socio-economic impact; write in a manner that will not limit comprehension due to jargon use as well as ability to use or apply infographics to break down complex information and be able to produce high quality product in a short space of time.	10
	e.	**Experience:** **Team Leader:** Minimum of 15 years' experience in knowledge product development. **Team Members:** Minimum of 5 years' experience in knowledge product development.	10
TOTAL TECHNICAL SCORE (Passing Rate = 70%)			**100 pts**

15. 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.

16. CONTACT PERSON AND DETAILS
For any queries regarding the contents of these TORs and all other inquiries, please send them to procurement.enquiries.za@undp.org