

Terms of Reference

For

Services to develop a Technical Cooperative Agreement on Agriculture, Land Reform and Rural Development in South Africa

Application Deadline:	29 November 2021
Category:	National consultancy
Location:	Pretoria
Type of Contract:	Company
Languages Required:	English
Starting Date:	Immediately
Assignment Duration:	Maximum 60 days

The suitable company must have an expertise on how international institutions operate, solid knowledge of South African government configuration and administration aligned with agriculture, food systems, climate change, digitisation, land reform, policy development and rural development. United Nations Development Programme (UNDP) is the United Nations global development network operating in over 170 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. Therefore, the suitable company is required to assist develop the cooperation agreement between UNDP and DALRRD.

1. INTRODUCTION AND BACKGROUND

UNDP and the Department of Rural Development and Land Reform (DRDLR) now the Department of Agriculture, Land Reform and Rural Development (DALRRD) have been in partnership for 10 years, dating back to 2011. The focus has been mainly on policy research, stakeholder engagement and international knowledge exchange programme. On the 14th of June 2019, President Cyril Ramaphosa announced the re-configuration of Government, the former Department of Agriculture, Forestry and Fisheries (DAFF), agriculture component and the DRDLR were merged into one Department (DALRRD). The merger of former DRDLR & DAFF meant the policy and legislative mandates of both Departments must also be aligned. Also, the implementation of policies must be aligned. In the context of UNDP-DALRRD partnership, the parties would want to continue their partnership to support the newly merged department to respond to local and global developmental challenges and changes. They would like to formulate a new technical partnership to assist address current issues, especially in the era of Covid 19 pandemic and post pandemic. Thus, they want to employ the services of an expert company to assist with research, institutional mapping, identification of opportunities of cooperation and strategic entry points and defining the key priorities for the new partnership agreement, the "Technical Cooperative Agreement" between the

two parties. This should be further expanded and aligned with the other opportunities with relevant UN agencies in the country.

2. RATIONALE FOR THE PARTNERSHIP

South Africa's triple challenges of poverty (*60% in rural areas*), unemployment (*34.5% of active population*) and inequality (*0.68 Gini-coefficient*) continue unabated 27 years post democracy. Poverty levels are extremely high, the World Bank (2020) is estimating that 19.28% of South Africans lived on less than US\$1.90 a day in 2018. Generally, unemployment is higher among Black Africans, women, and youth. %). Income inequality remains high; with a Gini coefficient of 0.68 in 2019, which is one of the highest, globally. In the context of land reform and the development challenges for rural, peri urban is where poverty is concentrated. For instance, spatially there is almost 17 million persons living in communal areas (previous black reserves), some 2,7 million living in and around commercial farming areas without a security of tenure. Food at country level is secured, however, the same cannot be said at household level.

There seemed to have heightened skewed forms of land and resource ownership concentration despite the Constitution's promise of equitable access to land by citizens and access to all of South Africa natural resources. The lack of equitable distribution of South Africa's mineral or natural and economic resources and the lack of will by certain sectors of communities to participate in transformation agenda and reforms are some of the root causes of income inequality. To date 14.4 million people are having challenges in accessing food and over 60% of this population is in rural areas with increased trend of urban food insecurity. The unjust food system impacts on the nation's access to nutritious food resulting in alarming rates of stunting, malnutrition and underweight levels in South Africa [South Africa has 27.5% of under-five stunted, SANHANES 2012] with COVID 19's impact on livelihoods this figure is likely to be worse.

The agricultural industry has barely transformed and, this limits consumer products and price choices, perpetuate poverty, and further enables business cartels, (i.e. Competition Commission findings). The rural food industry is relatively dead, with big retailers and suppliers aggressively occupying the rural market at the expense and neglect of the local smallholder producers. Large commercial farms produce for the formal food value chains, while smallholders and rural producers are marginalised from the mainstream agriculture economy. Consequently, most people find themselves having to buy food versus growing their own. The National Spatial Development Framework projected reductions in agricultural productivity due to climate changes such as drought, land degradation, etc. Farmers, particularly the smallholder farmers are expected to adopt climate smart agricultural production techniques, precision farming and digitization and digitilisation of their farming operations.

Inequality also affects women and other designated persons more severely, the 2017 Land Audit found that only 13% of assessed land was owned by women in South Africa. The study done by Motala and Ngadu in 2017 (HSRC) estimated that 54% of beneficiaries are men, 29% is jointly owned, whereas only 17% is exclusively owned by women. The plight of women and girls has been worsened by the reported social and administrative bias towards men as well as unequal access to education, extension, finance, training, information, and inputs. In equal footing, youth and persons with disabilities require prioritisation in land allocation and development support within the sector.

Agricultural land has been promoted as a new and lucrative asset class in response to the major hikes in prices of food and agro-industrial commodities, with the neglect of high productive agricultural land in the rural and communal areas. Policies towards containment of corporatisation and financialization of land and ensure equitable access to both land and what is a land-based resource stream needs careful consideration and attention. Gradual change in institutionalised financialisation methods and market of the rural fixed assets is needed.

South African government has good national guiding policy frameworks but lacks in their effective execution. Amongst other, these include the National Development Plan (NDP vision 2030), Comprehensive Rural Development Programme (CRDP), Agri-parks and Farmer Production Support Units (FPSU), Agriculture Policy Action Plan (APAP), etc. In addition, the government still to effectively implement the Presidential Advisory Panel on Land Reform and Agriculture's Report (2020) findings.

However, the District Development Model (DDM) and the Agriculture and Agro-processing Masterplan (AAMP) provide the opportunities to address these matters of coherent policy implementation.

South Africa is a UN Member State and has obligations to fulfil the Global Sustainable Development Goals (SDGs) by 2030. UNDP and other UN agencies have specialized support within their system in which the department would leverage on and benefit from to bring change. Through research and international knowledge exchange, informed policy decisions, legislative adjustments, and adequate implementation, structural gaps from triple challenges can be addressed through this technical partnership between the DALRRD and relevant UN Agencies.

3. OBJECTIVES OF THIS ASSIGNMENT

The objectives of the assignment are:

- a) To research, design and develop the 2022-2025 cooperation proposal between the DALRRD and the UNDP and fully-fledged project document to underpin UNDP's support to DALRRD in resolving the challenges South Africa is faced within and outside of its developmental agenda.
- b) To strategically define research, technology, and innovation development priority areas for the prosperity of the Agriculture, Land Reform and Rural Development sectors.
- c) To bring high-level expertise, with extensive exposure and experience in addressing South Africa's socio-economic challenges and their context, refine and align the departments Theory of Change to that of this project.
- d) To further assist with the project design based on a set of guidelines including:

- The UNDP Country Programme;
 - National Policy Guides – Section 25(5) and the White Paper on South African Land Policy;
 - The relevant chapters of National Development Plan;
 - The Cabinet Approved Recommendations from the Advisory Panel on Land Reform; and
 - The Medium-Term Strategic Framework (MTSF) and the Departments Strategic Plan and the associated areas of convergence;
- e) To recommend on a framework to inform a human capital development programme and areas of knowledge and skills improvement recommended by consulted Branches and key Chief Directorates as well as related comparative research for the benefit of the Department's staff and its realigned and pressured programmes.

4. DURATION

The assignment should take 60 days in a period not exceeding 2.5 months.

5. SCOPE OF THE ASSIGNMENT:

The suitable company will consult the DALRRD and its public entities, UNDP and other relevant UN Agencies such as FAO, WFP, IFAD, UNIDO, etc. as well as other relevant government departments such as DPWI, Human Settlement, COGTA; government structures, such as IMC on land reform; and agencies/public entities such as NAMC, ARC, etc; development partners, social partners which were mobilised during the development of the AAMP, communal land area key informants and other key stakeholders in agriculture, land reform, rural development to develop a UNDP/DALRRD Partnership Programme. As indicated, the UNDP Project Document template and the guide framework towards the content fundamentals of the project referred to earlier will be key. Therefore, the suitable company is expected to undertake, plan, propose and engage in consultations with key units of the reconfigured department, as well as support the engagements with governance structures such as the Executive Committee of the Department and the office of the Director General.

In addition, the Consultancy shall also undertake the following major activities:

- Conduct a situational analysis including a SWOT and similar analysis to ascertain the current development context of South Africa in general, identify primary issues, problems and challenges that the programme should address including any barriers to development, growth and its sustainability, and providing priorities, sound recommendations and critical success factors to address the aforementioned.

- Clarify certain concepts – target beneficiaries and strata therein, enterprise viability measures, inclusion, equity etc.
- Identify primary issues, problems and challenges.
- Identify expertise and capacity gaps that will improve and scale up the quality-of-service delivery.
- Establish a proposed framework against which the consultations with relevant Branches, Chief Directorates and others will be undertaken.
- Draw from the key components of the requirements for UNDP Project framing.
- Define a consultative process and mechanism for the preparation of programme document taking into consideration the involvement of key stakeholders, investors in the relevant sectors, professional bodies, academic institutions, associations, organizations and entities in the public and private sector both at the national, provincial and district levels as relevant.
- Identify barriers to development, growth and its sustainability.
- Facilitate a Theory of Change development for the Cooperation Project.
- Assess and recommend on priorities and associated and critical success factors to address the gaps.
- Develop a draft resource mobilization strategy for the project and recommend the key development partners/donors in this regard.
- Facilitate a workshop with key stakeholders, relevant UN Agencies, national and international organizations and government representatives to present the proposal for cooperation. The purpose of the workshop will be to present the draft project document, the draft resource mobilization strategy for the project, proposed communication plan and agree on the content of the project document and its implementation modalities.

6. METHODOLOGY

- Thorough desk review, situational analysis (secondary data, relevant policies and strategies, relevant existing reports/studies and previous assessments conducted by different actors) existing or previous programs/interventions in the subsectors and through primary data collection.
- Institutional mapping of relevant organizations and institutions, highlighting who is doing what, including both existing and planned programmes that could be directly or indirectly in the context of agriculture, land reform and rural development with a detailed stakeholder's analysis relevant to the proposed program.
- Conduct interviews with relevant stakeholders from local/national/international institutions
- Undertake SWOT Analysis.
- Focus Group Discussions (FGDs) with selected relevant actors, stakeholders, and development partners.
- Problem determination and root cause analysis (problem tree development).
- Develop the project theory of change.
- Explore best practices and examples in other countries and do comparisons to adapt the best approach and model for SA.

7. EXPECTED OUTPUTS AND DELIVERABLES

The project deliverables will be the following:

1. Project Inception Report;
2. A situational assessment report and proposed project proposal.
3. Branches and stakeholder consultations report and analysis for the project.
4. Workshop/Engagements to develop a project Theory of Change.
5. A Proposed Project Document and presentation to the key stakeholders.
6. A final Project Document.

The description of expected deliverables is:

- a) **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.
- b) **Draft environmental scanning/situational analysis report** and problem tree results 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.
- c) **The final report** which must have project Theory of Change, concrete recommendations for programming and considerations for future as well as any other useful information that may assist improve delivery and management of technical cooperation of this nature and magnitude.
- d) **Draft Project Document**, which will be presented by the contractor to stakeholders.
- e) **Second draft Project Document** report to be presented to Senior Management.
- f) **Final Project Document**, also called *Technical Cooperation Agreement* is the end product.

Table 1: Summarizing the deliverables:

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report (including methodology and overall roadmap for assignment)	1 Week	UNDP/DALRRD Steering Committee/ Technical Task Team.
2	Draft situational analysis Report: desk review, primary and secondary data collection by	3 Weeks	UNDP/DALRRD Partnership Steering

	consulting relevant stakeholders and reviewing existing strategies and programs; review of national development plan & partners strategic plans and country documents, stakeholder consultations; and review of needs/gap assessments. Stakeholders' mapping report.		Committee/ Technical Task Team
4.	Final Report and the draft project document (PRODOC) based on the UNDP template. (Template will be shared upon boarding) and presentation to stakeholders	2 Weeks	UNDP/DALRRD Partnership Steering Committee/Technical Task Team.
5.	Validation stakeholders' workshop and partner's meeting for PRODOC.	1 Weeks	UNDP/DALRRD Partnership Steering Committee/Technical Task Team.
6.	Revision and Submission of the final PRODOC	1 Week	UNDP/DALRRD Partnership Steering Committee/ Technical Task Team.

8. PAYMENT SCHEDULE

Payments will be processed upon approval of deliverable and will be based on the quality of deliverable received. It will be structured according to the table below.

Payment Schedule:

Deliverable	Payment	Timeframe
1. Upon approval of Inception Report with detailed methodology and Project Implementation Plan (PIP) with clear timelines.	25%	Within 07 days of contract signing.
2. Upon approval of the draft environmental scanning and problem tree results report.	30%	Within 4 weeks after commencement
3. Upon approval of draft Project Document And second draft Project Document	25%	Within 1½ months after commencement
4. Upon approval of final Project Document	20%	Within 8 weeks after commencement

9. REQUIRED COMPETENCES

The approach to work would also need agility, given the likely changes that may be introduced through the alignment process of the merged department. For purposes of efficiency within the time constraints the approach would be: i) to acknowledge and build the capacity and working knowledge of a core team in the department, specify where basic informed briefings are required and where short research and advisories are needed. Therefore, the years' experience, speed, coverage as well as honed skills and knowledge are key to the success of the assignment.

- Time management and organizational skills, with the ability and flexibility to undertake multiple tasks and deliver under pressure.
- Strong analytical and synthesis skills and ability to write in a clear and concise manner.
- Problem-solving skills and abilities, and present practical solutions to complex problems.
- Ability to work independently and achieve quality results with limited supervision and within tight schedules.
- Experience in and demonstrated ability to develop strategic partnerships and bilateral cooperation.
- Good teamwork and interpersonal skills.
- Functional knowledge of the use of Theory of Change in planning.

Abilities:

- Strong capacity for innovation and creativity in providing strategic advice and direction.
- Ability to think strategically and provide credible leadership.
- Ability to conceptualize and convey strategic vision from the spectrum of development experience and country context.
- Integrity and fairness, by modeling the UN/UNDP's values and ethical standards.
- Well-developed people management and organizational management skills.
- Address and align local and global development issues and understanding of the sector development within the international, regional and national context.
- Substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives.

In addition to the above, the team to work on this must have the following:

- a) **Education: Team Leader:** PHD in Development Studies, Planning, Economics, Agricultural Economics, Business Administration, or any other relevant post-graduate qualification with specialized knowledge of international development, Organisational development, project management and business process re-engineering.
- b) **Other team members (atleast 2):** Master's Degree in Business Management, Development Studies, Planning, Economics, Agricultural Economics, International Relations, Agricultural Science or any other relevant post-graduate qualification with specialized knowledge of project management, international development, organisational development and business process re-engineering.
- c) **Proficiency (ALL):** Knowledge of developing development interventions, project design and management, ICT & digital transformation and economics expertise, Innovation, Theory of Change application, Agriculture, Land Reform, Rural Development expertise, understanding of South African government system and international development organisations.

- d) **Skills** in Coordination, Interpersonal Relations, and all-round Communications.
- e) **Experience:** Team leader must have a minimum of 10 years' experience in development management and planning environment, Strong record of producing proposals for development projects, preferably Agriculture, Land and Rural Development sector projects.
- f) **Other team members** must have a maximum of 5 years' experience on the above.

10.IMPLEMENTATION ARRANGEMENTS

- a) The suitable company shall submit draft and final reports which clearly present work undertaken outlining activities and deliverables thereof. Any proposed deviations from the original project implementation plan (though not encouraged) shall be explained to the UNDP in writing and be approved by the UNDP Senior Management.
- b) The 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.

11.INSTITUTIONAL ARRANGEMENTS

The appointed company will be:

- Working with the UNDP-DALRRD Partnership Task Team.
- Briefed by Programme Manager at the start of the assignment and will henceforth report regularly to the Programme Manager throughout the assignment.
- The Contractor will be expected to observe the highest professional and ethical standards throughout the assignment.
- Project monitoring, control and evaluation will be done by UNDP in collaboration with the DALRRD.
- Programme Manager will administer progress, contractual obligations, and provide required information or data for analysis.
- UNDP-DALRRD Partnership Task Team will do quality assurance and approve the final report.

12.APPLICATION REQUIREMENTS

The qualifying company is invited to submit a proposal to provide the above-mentioned services. The proposal should focus on addressing the company's ability and capacity to provide the services outlined above in short space of time. Please include the following:

- Cover letter stating the knowledge, skills and abilities of the company and 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 contracted company may need to devise conducive and feasible

strategies to fulfill the requirements of this assignment. Those strategies should be incorporated into the proposal.

- Detailed Curriculum Vitae indicating qualifications and relevant experience of the team leader and members. Also attach copies of qualifications.
- 1 relevant example of previously produced proposal or concept document for collaboration.
- Reference letter supporting your abilities to produce development project proposals in agriculture, land, and rural development.

13. SELECTION CRITERIA

The 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
1		Technical Proposal (overall presentation)	20
	a.	Proposed Work Plan and Approach: <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 of the project? - Does the proposal clearly demonstrate the balanced competences and abilities of the contractor? 	20
2		Education, Proficiency and Experience	80
	a.	Education: Team Leader: PHD in Development Studies, Planning, Economics, Agricultural Economics, Business Administration, or any other relevant post-graduate qualification with specialized knowledge of international development, Organisational development, project management and business process re-engineering. Other team members: Master's Degree in Development Studies, Planning, Economics, Agricultural Economics, , International Relations, Agricultural Science or any other relevant post-graduate qualification with specialized knowledge of international development, Organisational development and business process re-engineering.	25

b.	Proficiency (ALL): Knowledge of designing development interventions, project design and management, digital transformation and economy expertise, Innovation, Theory of Change application, Agriculture, Land Reform, Rural Development expertise, understanding of South African government system and international development organisations. Skills in Coordination, Interpersonal Relations, and all-round Communications.	30
c.	Experience: Team leader must have a minimum of 10 years' experience in development management and planning environment, Strong record of producing proposals for development projects, preferably Agriculture, Land and Rural Development sector projects. Other team members must have a maximum of 5 years' experience on the above.	25
TOTAL TECHNICAL SCORE (Pass Rate = 70%)		100

14. 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.
- 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 deliverable has been improved.
- Intellectual property- in handling information sources, the Contractor shall respect the intellectual property rights of the institutions that are under review.

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.