



## UNITED NATIONS DEVELOPMENT PROGRAMME

### Terms of Reference - Consultancy

#### I. Position Information

Job Code Title: **UNDP Programme of Support to the Government of South Africa in Attaining its Development Objectives – 25 Year Review**

Pre-classified Grade: A Firm

Period: 30 Working Days spread over 3 months

Supervisor: Resident Representative UNDP

#### II. Background Context

The United Nations has always had a solid presence in South Africa and had stood by the oppressed black majority during the deplorable period of Apartheid. Several milestones marked the steadfast collaboration and support between the United Nations (UN) and South Africa. To name a few<sup>1</sup>:

- **2 December 1950** - The General Assembly declared that “a policy of ‘racial segregation’ (apartheid) is necessarily based on doctrines of racial discrimination”. (Resolution 395 (V))
- **16-20 June 1986** — World Conference on Sanctions against Racist South Africa, organised by the United Nations in cooperation with the OAU and the Movement of Non-aligned Countries.
- **14 December 1989** — The General Assembly adopted by consensus the “Declaration on Apartheid and its Destructive Consequences in Southern Africa,” calling for negotiations to end apartheid and establish a non-racial democracy (Resolution A/RES/S-16/1).
- **3 October 1994** — The first democratically elected president of South Africa, H.E. Nelson Mandela, addresses the General Assembly and expressed South Africa’s appreciation of the support of the UN: *“We stand here today to salute the United Nations Organization and its Member States, both singly and collectively, for joining forces with the masses of our people in a common struggle that has brought about our emancipation and pushed back the frontiers of racism”.*

<sup>1</sup> <http://www.un.org.za/about/the-united-nations-partner-in-the-struggle-against-apartheid/>

UNDP accompanied and continues to support the democratic Government of South Africa through six Administrative Governments and nine Resident Representatives.

Emerging from the throes of apartheid, the Government and people of South Africa embarked on a quest to reduced poverty and improve service delivery for all South Africans especially for the Blacks. This quest is manifested in the various development plans that charted the priorities of the different administrations.

1. The Reconstruction and Development Programme (RDP) gazetted in November 1994 is a child-oriented Post-Apartheid programme which sought to address the social imbalances, create a strong, dynamic and balanced economy for South Africa and neighbouring countries and develop capacity for all South Africans and reduce inequalities by ushering social protection.
2. The Growth, Employment and Redistribution strategy (GEAR 2000- 2005) - a macroeconomic policy framework aimed at stimulating the economy through lowering inflation, maintaining exchange rate stability, decreasing barriers to trade and liberalising capital flows. It complements the RDP.
3. The Accelerated and Shared Growth Initiative for South Africa (ASGISA 2005 -2010) - Improvement on the first two plans, the ASGISA recognised that the deep-rooted poverty is exacerbated by lack of jobs and placed targets towards reducing unemployment and poverty.
4. The New Growth Path (NGP 2010-2012) – first announced during the 2010 SONA, placed emphasise on the interconnectivity between the tripartite challenges of poverty, unemployment and inequalities.
5. The National Development Plan (NDP 2013- 2030) and its MTSF implementation modality - Policy blueprint for eliminating poverty and reducing inequality in South Africa by the year.
6. The Medium-Term Strategic Framework (MTSF 2014-2019) is the five years measurable operational plan for the NDP. The Government is currently developing its second MTSF 2019-23 (name may change).<sup>2</sup>

Over the past 25 years, there has been commendable progress especially in the education and health sectors. South Africa halved the number of people living on less than one dollar per day from 11.3% in 2000 to 5.7% in 2015 while the percentage of people reporting hunger dropped from 29.9% in 2002 to 15% in 2015. The Government introduced social grants benefiting about a third of the population. Black headed households increased by 34% in real terms between 2006 and 2011.<sup>3</sup> Maternal mortality deceased from 219 per 100,000 in 2010 live birth 118 per 100,000 live births in 2015 while infant mortality decreased from 33.4 per 1,000 live births to 22.3 over the same period. Incidence of both HIV/AIDs and malaria were drastically reduced. By 2015 the net enrolment ratio for both boys and girls was 100% while higher learning improved. Proportion of people using improved drinking water sources improved from 76.6% in 1996 to 88.3% in 2015 while access to improved sanitation facilities increased from 49.3% in 1996 to 76.7% in 2015.

---

<sup>2</sup> <https://www.sahistory.org.za/article/south-africa%E2%80%99s-key-economic-policies-changes-1994-2013>

<sup>3</sup> Poverty Trends in SA 2006 -2011

Despite these notable achievements, a lot more needs to be done. The South Africa populace is geared for and hungry for progress on all fronts as manifested by frequent strikes and protests in the townships and community levels.

### III. Justification and Scope of the Study

#### Scope of Work

With the Government's conduit of its 25 years review of progress and challenges since the election of its first democratically elected government, it is timely and appropriate that the UNDP also reassesses its work and support of the Government. This is especially important and pertinent given the development of the Government's new five years implementation plan 2020-24 and the UNDP's Country Programme Document 2020-24 (CPD) and the UN's wider programme of support, the Strategic Development Cooperation Framework (UNSDCF) 2020 -2024. All these programme documents are anchored and aligned to the National Development Plan, Vision 2030 and the Sustainable Development Goals, Agenda 2030 and the African Union's Agenda 2063. With the implementation of the SDGs and in adherence to the principles of Leave No One Behind, it is crucial that the UNDP takes stock of its work in South Africa. UNDP Country Office in South Africa will conduct a study to examine and documents the strides it has made in aligning with the Government and in supporting the implementation of the national priorities.

Fundamental to the support of the UNDP to the Government of South Africa is the GEF funded projects on Energy, Climate Change and the Environment. In fact, the UNDP-GEF programme constitute about 80% of the UNDP Programme articulated in the CPD 2013-2020. Due to the size of the UNDP-GEF portfolio, this programme merits a particular focus when analysing the effectiveness, efficiency, impact and sustainability of UNDP's support to the Government's development agenda. UNDP-GEF portfolio has the following overarching work areas: (i) undertaking climate change mitigation and adaptation measures to enable a multiplier effect in attaining a low-carbon economy; (ii) creating new green products and services; and (iii) boosting employment. These work areas are principally supported by the Global Environment Facility (GEF) on behalf of the Government of South Africa through its principle line ministries, the Department of Environmental Affairs and the Department of Energy, and their agencies, academia, NGOs, CSOs, and so forth. The thematic spectrum of the projects is striking for its breadth and diversity (including goals and objectives, partnerships, geographic location, etc.), covering broad thematic in climate adaptation and mitigation, in biodiversity, international waters, and energy at the national and regional level. In addition, UNDP has supported government in its efforts to enhance service delivery and strengthen democratic governance; accelerate economic growth and development; strengthen institutions to promote South-South Cooperation; and promote justice, peace, safety and security in the region.

The study will respond to the following questions:

1. How has the political economy in South Africa evolved over the years and is there an associated impact on the performance of UNDP in South Africa? How has leadership in UNDP evolved over time? What are the lessons learnt?

2. What are the key support areas and achievements by the UNDP? What are the challenges and bottlenecks (both internal and external) hindering UNDP's performance in South Africa? What are the opportunities that promoted the implementation of the UNDP programmes with focus on the UNDP-GEF programme? What are the current challenges, opportunities, threats and risks? How can UNDP mitigate the risks?
3. How aligned are UNDP's support areas to the national priorities? Given the nature of support, is UNDP able to constructively monitor progress and its contribution to national outcomes? What are the limitations?
4. How relevant, efficient, effective, sustainable, and impactful are the UNDP programme with emphasis on the UNDP-GEF portfolio. The consultant is required to review the development results achieved of UNDP's GEF portfolio in South Africa since inception (projects supported from the GEF-1 funding cycle to date, GEF-6 funding cycle), with reference to its respective strategies, objectives, quantitative and qualitative indicators, and outcomes and inputs as defined in the respective project documents and their implementation arrangements, and highlight major management and operational issues that impacted on the achievement of programme objectives.
5. How is the overall progress made by implementing partners towards development of national capacities aimed at strengthening their management capacities and systems with focus on Climate Change and Greening Economy projects in South Africa, promoting inclusive growth and good governance and citizen participation.
6. What lessons can UNDP draw from other UN agencies and other development partners to reinforce its support to the Government in South Africa.
7. To effectively support the Government, implement its next five-year plan, the SDGs and Agenda 2063, what should UNDP do differently?

A Firm with a team of 3 consultants will be recruited to carry out the assessment

#### **IV. Methodology**

This study will be conducted using both primary and secondary data. For primary data, a survey will be conducted, interviewing living former Resident Representatives (RRs) including former acting RRs, to draw from their experiences. Stakeholders including beneficiaries, the Government, civil society and other development partners will also be interviewed. The survey will assist in extracting information and lessons learnt from the past and will also help in shaping the future direction of UNDP's support.

Information will also be gathered from national plans and reviews, UNDP strategic plans, programme documents, reviews and evaluation reports as well as the Global staff surveys. All relevant secondary documents should also be sourced and referred to.

Using information received from UNDP, the Consultant will consolidate and summarize project performance data and outcomes sourced from evaluation material and present it in a slimline online report with high quality infographics, that can be adapted for circulation on various online platforms. The report and presentation will be used for communication to stakeholders and the wider online audience. The reports and deliverables will be including high quality, innovative graphics. The consultant should expect a series of structured engagement with UNDP and stakeholders on the various iterations of the drafts until deemed acceptable by UNDP.

## V. Reporting Arrangement

The Report will be prepared under the direction of the UNDP Resident Representative through a technical team headed by the UNDP Economic Advisor. The other members of the technical team are Programme Manager Energy and Environment and the Monitoring and Evaluation Officers. Other Programme Managers will be co-opted in the technical team, as necessary. The RR will sign off on the accepted deliverables.

## VI. Duration of the Work

The study will be completed in 30 working days spread within three months of the recruitment of the consultants. This consultancy should be completed by 29 February 2020.

## VII. Deliverables

**Deliverable 1:** Preparation/Inception phase (a mandatory briefing session with UNDP; submission of the inception report summarising time frame, workplan; A mandatory briefing session will be required to demonstrate understanding of the assignment and how the assignment will be conducted.

**Deliverable 2:** Acceptable drafts of the following four (4) outputs:

Draft I - A Comprehensive report on UNDP support to the Government highlighting opinions of Government and other stakeholders, and the views of former and current RRs and staff of UNDP, and an assessment of the relevance, efficiency, effectiveness, impact and sustainability of all UNDP programme areas over the years.

Draft II - An analysis of the survey results. The survey will be designed in consultation and the inputs of the technical Committee and other UNDP staff.

Draft III - A synthesised version of the report (not more than 7 pages) highlighting the purpose, scope and key findings of the report.

Draft IV - A distilled evaluation report of UNDP-GEF programme with emphasis on an assessment of the relevance, efficiency, effectiveness, impact and sustainability and partnership over the years. The report should also be forward looking with innovative approaches to implementation and impact, partnerships and lessons learnt and good practices from the past programmes and well as from other countries.

**Deliverable 3:** Final Reports of Deliverables 2 above to be submitted in 3 bound hardcopies each and an electronic copy. A well-structured data excels file(s) on all financial data, survey data and all infographic files.

**Deliverable 4:** Final presentation of findings to UNDP and stakeholders.

## VIII. Recruitment Qualifications

A Firm with a dedicated team of 3 consultants are required to undertake this assignment. The selection of the Consultants will be aimed at maximizing the overall qualities in the following areas:

The team leader should have at least 10 years' experience in the development arena and grounded international experience in the areas of policy and development, in strategic planning, results-based management and reporting and should be aware of GEF funded programmes and requirements. He/she should demonstrate experience in leading teams in a similar assignment and on gender-related assignments. Has ability to converge or persuade differing groups towards a common goal.

A member of the team should have at least 8 years' experience and be an expert on GEF-funded projects and have good evaluations experiences.

The third member of the team should be a national consultant with very good knowledge of the political economy of South Africa, challenges and opportunities. This consultant should have at least 5 years working experience.

The team of consultants should show competency in all the following:

**Corporate Competencies:**

- ☐ Demonstrates integrity by modeling the UN's values and ethical standards
- ☐ Promotes the vision, mission, and strategic goals of UNDP
- ☐ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

**Functional Competencies:**

- Policy and analysis and scientific/environmental/ gender reporting, with a focus on strategic results metrics (Monitoring and Evaluation)
- Experience in similar assignments
- Proven ability to produce high quality, innovative infographics with examples of previous related work
- High quality English ability and excellent communication and IT skills - proven ability to work in Word, Excel and PowerPoint Knowledge of South Africa's political and development context
- Ability to provide good quality policy notes and briefs on economic issues

Language Requirements:	English
------------------------	---------

**IX. CRITERIA FOR SELECTION**

The assignment will be contracted to a firm that has experienced consultants in the substantive area of development arena, policy and development, strategic planning, results-based management and reporting and should be aware of GEF funded programmes)

Selection criteria will be based on a functionality, knowledge and experience. Proposal will be weighted at a maximum of 100 points with 70% pass rate. The selection of the successful institution 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
			Per Criteria
1		<b>Technical Proposal</b>	<b>50</b>
	a	Expertise and reputation of institution/Company submitting Proposal demonstrating relevance of: <ul style="list-style-type: none"> <li>- Specialized knowledge, expertise in the areas of policy and development, strategic planning, results-based management and reporting and should be aware of GEF funded programmes)</li> <li>- Experience conducting on similar and related reviews in the Country/Region and internationally</li> </ul>	20
	b	Proposed Work Plan and Approach: <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 to the project?</li> </ul>	30
2		<b>Education</b>	<b>50</b>
	a.	<b>Team Leader Education:</b> Post Graduate Degree, preferably in Development and Public Management, Policy Analysis, or related fields in social science; Experience on GEF funded programmes strongly an added value.	10
	b.	<b>The second Team Member Education:</b> minimum of 3- or 4-year university qualification on similar studies.	10
	c.	<b>The third Team Member Education:</b> A degree on social or pollical studies	10
	d.	<b>Knowledge and Skills balance:</b> <ul style="list-style-type: none"> <li>- Policy and analysis and scientific/environmental/ gender reporting, with a focus on strategic results metrics (Monitoring and Evaluation)</li> <li>- Experience in similar assignments</li> <li>- Proven ability to produce high quality, innovative infographics with examples of previous related work</li> <li>- High quality English ability and excellent communication and IT skills - proven ability to work in Word, Excel and PowerPoint</li> <li>- Knowledge of South Africa's political and development context</li> <li>- Ability to provide good quality policy notes and briefs on economic issues</li> </ul>	5
	e.	<b>Experience:</b> <u>Team leader(s)</u> must have 10 years' experience in the development arena and grounded international experience in the areas of policy and development, in strategic planning, results-based management and reporting and should be aware of GEF funded programmes. Demonstrate experience in leading teams in a similar assignment and on gender-related assignments. Has ability to converge or persuade differing groups towards a common goal.	10
	f.	<b>Experience:</b> Other <u>team members</u> must have a minimum of 5 and 8, respectively years of experience in the same fields.	5
<b>TOTAL TECHNICAL SCORE (Passing Rate = 70%)</b>			<b>100 pts</b>