

**Terms of Reference**

**for**

**THE APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE AND DOCUMENT A  
PARTICIPANT-DRIVEN SUMMATIVE AND FORMATIVE EVALUATION OF CAPE ACTION FOR  
PEOPLE AND THE ENVIRONMENT (C.A.P.E.)  
JUNE 2018 – FEBRUARY 2021**

**The South African National Biodiversity Institute (SANBI)  
Private Bag X101  
Silverton  
0184**

**Tender No: SANB: BIPA 293/2018**

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**APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE AND DOCUMENT  
A PARTICIPANT-DRIVEN SUMMATIVE AND FORMATIVE EVALUATION OF  
CAPE ACTION FOR PEOPLE AND THE ENVIRONMENT (C.A.P.E.)**

**JUNE 2018 – FEBRUARY 2021**

## **1. Introduction and Background**

Cape Action for People and the Environment (C.A.P.E.) is a partnership of government and civil society formed around a 20 year vision for conserving and restoring the biodiversity of the Cape Floristic Region (CFR) and the adjacent marine environment, while delivering significant benefits to the people of the region.

The partnership was formed in 2001 in response to the challenges facing the CFR and envisioned that, by the year 2020, *“the co-operation of capable institutions”* will have ensured that:

*“the biodiversity of the CFR is conserved, restored, effectively managed and sustainably utilised, delivering significant benefits to the people of the region in a way that is embraced by local communities, endorsed by government and recognised internationally.”*

The partnership, as set out in its founding Memorandum of Understanding (MoU), has been governed through the C.A.P.E. Implementation Committee (CIC). The CIC brings together all partners (signatories to the MoU) – currently numbering 38 – three times a year to report on progress made, share lessons and strategise on how to collectively address conservation challenges of the CFR.

Since its inception, the C.A.P.E. partnership has been co-ordinated by SANBI. This co-ordination has shifted in form ranging from a full dedicated unit of six staff members during the GEF-funded portion of C.A.P.E. (2004 – 2011), to providing a reduced service of two staff partially appointed to fulfil the co-ordination and secretariat roles (2011-2014), to providing only a secretariat role (since 2014) on a part-time basis.

The lack of a dedicated large donor and intensive co-ordination had its impacts on C.A.P.E., such as a significant reduction in both the numbers and level of seniority of members attending the CIC meetings. This in turn had direct consequences for the partnership as a whole and raises questions for the partnership’s capacity to meet its 2020 vision and the legacy of C.A.P.E. beyond 2020.

In 2015, the CIC reviewed the 20 year strategy to better understand whether the partnership was on track towards achieving the 20 year vision. During this period, strategic leads or champions were identified to drive the next five years of implementation in three priority focus areas. The C.A.P.E. Executive Committee was formed to bring these strategic leads or champions together to offer collective leadership to the CIC, and enable strategic co-ordination for the partnership.

As the Executive Committee began to work into these priority areas, it emerged that a further key need of the partnership is to identify and enable the legacy of C.A.P.E to emerge out of lessons learnt from implementation towards the 2020 vision. What was originally framed as a return to dedicated co-ordination in SANBI, changed to establishing the need to evaluate the impact of C.A.P.E. 2000-2020, and from this to shape the future of partnership to care for the fynbos and the ‘fynmense’ who live within it.

SANBI agreed to co-ordinate this evaluation, given SANBI's interest in growing its qualitative evaluation practice but mindful of the fact that an insider/outsider perspective is required to facilitate and document the process.

Key documents relating to C.A.P.E. are available on the internet, or can be requested from Ms Shahieda Davids at [s.davids@sanbi.org.za](mailto:s.davids@sanbi.org.za). These documents include:

- C.A.P.E. brochure: Sustaining Life in the Fynbos ([www.sanbi.org/sites/default/files/documents/documents/sustaininglifeinthefynbos.pdf](http://www.sanbi.org/sites/default/files/documents/documents/sustaininglifeinthefynbos.pdf))
- C.A.P.E. Memorandum of Understanding (available on request from Ms Shahieda Davids)
- C.A.P.E. Strategy 2000 & 2011 ([www.sanbi.org/sites/default/files/documents/documents/cape-2011-strategy.pdf](http://www.sanbi.org/sites/default/files/documents/documents/cape-2011-strategy.pdf))
- C.A.P.E. Monitoring and Evaluation Framework 2008 ([www.sanbi.org/sites/default/files/documents/documents/monitoring-and-evaluation-framework-2008.pdf](http://www.sanbi.org/sites/default/files/documents/documents/monitoring-and-evaluation-framework-2008.pdf))

## **2. Invitation to tender**

Tenders are hereby invited for the facilitation and documentation of a participant-driven summative and formative evaluation of C.A.P.E. over the period June 2018 – February 2021. The tender process will be co-ordinated by the SANBI's Supply Chain Management (SCM) section at the following address:

Deputy Director: Supply Chain Management  
The South African National Biodiversity Institute (SANBI)  
Private Bag X101  
Silverton  
0184

## **3. Scope of work**

The purpose of this tender is to procure the services of a Service Provider to facilitate and document a participant-driven summative and formative evaluation in what is being called 'The C.A.P.E. legacy project'. The proposed scope of work and budget allocation for the project will include all facilitation, documentation, event organising and logistics, and procurement. As far as possible, the evaluation process will work with existing governance structures and platforms in the partnership, such as the CAPE Implementation Committee (CIC), its Executive Committee (Exco), and the Landscape Initiatives (LIs), but additional focus groups and individual interviews will also need to be set up. It is envisaged that the Service Provider will offer a team of people to deliver the required outputs, including a lead evaluator and an action research facilitator.

The Service Provider is expected to conduct the evaluation process in five phases, while recognising that the process will be iterative:

### **3.1 Inception**

Finalising a detailed work programme

- Reaching agreement around a detailed work programme in consultation with the SANBI team and C.A.P.E. Exco (this might entail several meetings and/or telephone calls with the SANBI team, as well as a meeting with the C.A.P.E. Exco).

*Output:* Inception Report including detailed work programme for the duration of the consultancy.

### **3.2 Evaluation design and framework**

Developing a framework for the evaluation by surfacing the theory of change that C.A.P.E. was working out of when the 2020 vision was developed, the questions to be addressed by the evaluation and the indicators that may meet these questions:

- Facilitating a process to distil the key questions to be addressed in the evaluation process (this might entail a series of one-on-one interviews with past and present leadership from partnership organisations and other key informants, workshops with the CIC, its Exco, each Landscape Initiative and other relevant groups, and/or the use of social media platforms).

*Output:* Report on evaluation design and framework including method followed to develop it, a record of engagements, the theory of change and key evaluation questions surfaced, methods and process proposed for addressing the key evaluation questions, and identification of case studies through which to explore key questions.

### **3.3 Evaluation of the outcomes and impact of C.A.P.E.**

- Conducting a meta-review of C.A.P.E.'s previous evaluative work.

*Output:* Synthesis Report of previous evaluative work.

- Gathering the information to address the questions and identify the key contextual shifts that shaped C.A.P.E.'s work (this may entail a series of one-on-one interviews, meetings with a cross section of staff within partner organisations, engagement with external role players in Landscape Initiatives e.g. farmer days, Catchment Management Agencies, and focus groups related to specific strategic objectives in the C.A.P.E. strategy or partnership task teams).

*Output:* Draft report synthesising the impact of the partnership, including a record of evidence, (e.g. online database).

- Sharing findings on the theory of change with which the partnership has been working, the outcomes of the meta-review and information gathered, and reflecting on it (what was achieved?). This could take many forms and the Service Provider should make suggestions of how it would approach sharing the outcomes, but it must include meetings of the CIC, its Exco and a two-day event to reflect on the draft findings at a Landscape Initiative Knowledge Exchange (LIKE) in August 2019.

*Output:* LIKE Report and reports on other information sharing engagements.

### **3.4 Drawing lessons and finalising the evaluation report**

Finalising the report and the key lessons/messages in consultation with the CIC, its Exco and the SANBI team

*Output:* Final Evaluation Report, summary document and presentation.

### 3.5 Working with the lessons and shaping the future

Understanding the trends and needs for the future partnership/s and developing recommendations for the nature of interventions needed and institutional/partnership vehicle for the future. This step is very much dependent on what emerges out of the previous phases, and will only be pursued if relevant. (If all or part of this phase is not relevant, then the costs related to the aspects not pursued will not be paid to the Service Provider.)

*Output:* If relevant, a concept proposal and presentation for the way forward, including a synopsis of the context and theory of change.

*Output:* A one-day culminating event with an evening celebration where the findings, learning/legacy and future of the partnership are presented.

## 4. Deliverables and timeframes

The period of service will begin 1 June 2018, or as close to this time as possible, and must be completed by end February 2021. Deliverables will be in the form of the following:

| Phase                                              | Timeframe                               | Deliverable                                   | Deliverable    |
|----------------------------------------------------|-----------------------------------------|-----------------------------------------------|----------------|
| 1: Inception                                       | June 2018<br>(1 month)                  | Inception report                              | End June 2018  |
| 2: Design and framework                            | July 2018 - April 2019<br>(6-10 months) | Report on evaluation design and framework     | End April 2019 |
| 3: Evaluation of outcomes and impact               | July 2018 - Aug 2019<br>(14 months)     | Synthesis report of previous evaluative work  | End Feb 2019   |
|                                                    |                                         | Draft Report synthesising evaluation findings | End June 2019  |
|                                                    |                                         | Landscape Initiative Knowledge Exchange 2019  | Aug 2019       |
| 4: Drawing lessons and finalising report           | July 2019 - Mar 2020<br>(9 months)      | Final evaluation report                       | End Mar 2020   |
| 5: Working with the lessons and shaping the future | Jan 2020 - Feb 2021<br>(14 months)      | Concept proposal                              | End Dec 2020   |
|                                                    |                                         | Culminating event                             | End Feb 2021   |

Service Providers must be aware that meetings related to this work are in Cape Town or within the CFR. It is estimated that the Service Provider will need to travel outside of Cape Town overnight for approximately 19 days in total, involving approximately eight trips.

Work plans specifying deliverables and timeframes will be updated on a three monthly basis (or more frequently as needed) to take the adaptive nature of project implementation into account within parameters of the contract budget.

## **5. Key personnel and competencies**

The Service Provider will be responsible for bringing together and managing the following key personnel that would typically be required on the project including, but not limited to:

- Lead evaluator to facilitate the process as a whole and write the reports, who has demonstrated expertise in conducting transformative and qualitative participant-driven evaluation in a complex partnership context, preferably in the biodiversity sector.
- Action research facilitator to support with information gathering, documenting events and document storage.

In addition, the successful Service Provider's team must possess the following competencies:

- Proven ability in the design, facilitation, and execution of evaluation as required through this tender.
- Ability to adapt to issues as they emerge through the evaluation process.
- Ability to work in a team and manage processes that require inputs from different role players and platforms.
- Demonstrable experience of issues and processes within the biodiversity sector context.
- Excellent analytical and conceptual abilities.
- Excellent writing and communication skills which should include experience in accessible writing as well as the ability to communicate clearly and effectively with scientists and other practitioners across a broad range of experience.
- The ability to work independently and deliver efficiently on high quality deliverables within agreed timeframes and agreed fixed budget.
- Be willing to travel within the C.A.P.E. planning domain (see Annexure 1) as and when required.

The tender proposal should give clear examples of all professionals' proficiency and recent experience in terms of the above skills, abilities & competencies.

Should it become necessary to replace any of the key personnel listed at the time of tender or during the course of this contract, they may only be replaced by individuals with similar or better qualifications and experience, who satisfy the minimum requirements as specified above and only with the approval of SANBI.

## **6. Requirements for tender proposals**

### **6.1 Content**

Service Providers interested in rendering the requested services should submit a concise written tender proposal that addresses the scope of work and the above requirements and deliverables.

The tender proposal must include:

- A brief description of the approach and methodology to addressing the objectives, scope and specific requirements of this terms of reference. This should demonstrate an understanding of the technical concepts and requirements for design, facilitation, and execution of a participant-driven summative and formative evaluation with a depth qualitative approach.
- A detailed work plan should be developed that indicates the following:
  - Relative level of effort (time) towards activities and deliverables where appropriate.
  - A clear allocation of roles, responsibilities and resources towards the deliverables.
  - Tasks that may be sub-contracted with an indication of the approximate time requirements for these tasks.
- Details of the Service Provider that outlines relevant qualifications, skills, experience and track record in support of the required competencies. This should include brief CVs of all members of the proposed professional team that outline relevant skills, experience and track record in support of the required competencies.
- Details of the contribution to empower historically disadvantaged individuals and/or transformation of the sector as part of this service rendered.

A pricing list setting out the Service Provider's hourly rate, the number of hours work anticipated and total cost per team member per phase, as well as a total price for the entire duration of the evaluation, should be provided as per Annexure 2. Annexure 2 can be amended to include additional team members if necessary – it is critical that the total price reflected is accurate.

Service Providers must be aware that the majority of meetings related to this work are in Cape Town, and costs for travel to Cape Town for Service Providers not based there will not be covered. Costs for travel within Cape Town will not be covered. Direct travel costs outside of Cape Town and workshop costs should not form part of this proposal - they will be covered by SANBI on the basis of the agreed work programme and in line with Treasury guidelines, and travel will be arranged through SANBI's travel agency.

This pricing list should be included only in the document pack marked "ORIGINAL" as per 6.3 below.



## 6.2 Required documents

6.2.1 Each tender document must include the following:

- a) A current copy of the **Central Suppliers Database (CSD) registration report or registration number**.

And, for companies with employees:

- b) A valid copy of the **Unemployment Insurance fund (UIF) letter of Compliance** issued by the Department of Labour.
- c) **Letter of good standing** from the office of the **Compensation Commissioner** and **registration certificate as required through the Compensation for Occupational Injuries and Diseases Act (COIDA)**. The letter should be **issued** by the Department of Labour.

Please make use of the attached check list to ensure that all documentation has been supplied.  
**Failure to submit the required documentation above (in 6.2.1) will lead to disqualification.**

6.2.2 Each tender document should also include the following:

- a) Proposed approach and methodology, detailed work plan for implementation, track record and proposed contribution to empower historically disadvantaged individuals and/or transformation of the sector, as set out in the bullets under 6.1.
- b) **Company details** (where relevant), mission statement and policies with an indication of the services the company is capable of providing, management structure, communication and supervision – if the Service Provider is a consortium of Sole Traders or equivalent without a company structure, then please ensure that this is made clear and that the full details of the consortium are provided in terms of lead organisation/individual and roles and responsibilities of others involved.
- c) A copy of the latest **Audited Financial Statement**.

SANBI reserves the right:

- a) To verify any information supplied in your tender document;
- b) Not to appoint any Service Provider;
- c) To cancel or withdraw this Request for Tender at any time without attracting any penalties or liabilities;
- d) To have the final say in the appointment of the Service Provider and that this will be binding;
- e) To disqualify a tender proposal or cancel any subsequent contracts should it be found that information supplied is factually inaccurate, is a misrepresentation of facts and/or that pertinent information has been omitted.

### 6.3 Submission

This is a two-envelope tender process. Service Providers are to submit one (1) pack of original tender proposals, marked “ORIGINAL” in a separate envelope and three (3) packs of copies, marked “COPY” in a second envelope.

**Financial or pricing details must only be included in the pack marked “ORIGINAL”.**

**NB. Failure to submit:**

- **1 (one) pack of original documents with pricing included; and**
- **3 (three) packs of copies without pricing data**

**in the prescribed manner WILL lead to your bid being disqualified.**

Tenders can be submitted in the tender box located in the reception area of the Biodiversity Building at the Pretoria National Botanical Garden, 2 Cussonia Avenue, Brummeria, Pretoria, during office hours on or before **6 April 2018**, 11:00. Normal office hours are from 08:00 – 16:00 daily.

Alternatively, submissions may be posted to the following address:

Deputy Director: Supply Chain Management  
The South African National Biodiversity Institute (SANBI)  
Private Bag X101  
Silverton  
0184  
Tender Number: **SANB: BIPA 293/2018**

NB: All documents must be compiled and clearly labelled as required.

**Closing date for submissions is: 6 April 2018 at 11:00.**

Note: E-mailed and faxed submissions will not be accepted. Late submissions will be disqualified.

### 7. Evaluation criteria

In accordance with the National Treasury Instruction Note on the Amended Guidelines in Respect of Bids that include Functionality as a Criterion for Evaluation (issued 3 September 2010), this bid will be evaluated in two stages:

The first stage will evaluate functionality according to the criteria listed in the table below:

| <b>FUNCTIONALITY CRITERIA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>POINTS</b>                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Past experience</b><br>Demonstrate, through reference to specific work done for past and present clients as well as the nature of the proposal, the ability of the Service Provider to undertake the project: <ul style="list-style-type: none"> <li>• Scope and scale of previous work.</li> <li>• Relevance to SANBI and the C.A.P.E. legacy project requirements.</li> <li>• Quality of three written references, including the names and contact details of any past or present clients that members of the team have supplied similar services to over the past 5 years, and a brief description of these services.</li> </ul> | <b>25</b><br><br><br>(10)<br>(10)<br>(5)  |
| <b>Team capacity</b><br>Capability of the Service Provider: <ul style="list-style-type: none"> <li>• Qualifications, experience and expertise of each of the individual team members related to Section 5: Key personnel and competencies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  | <b>25</b>                                 |
| <b>Methodology</b> <ul style="list-style-type: none"> <li>• Overall interpretation of the Terms of Reference.</li> <li>• Approach to developing the evaluation framework (refer to scope of work section 3.1 and 3.2).</li> <li>• Approach to the impact assessment (refer to scope of work section 3.3 and 3.4).</li> <li>• Approach to enabling the future of the partnership to emerge through the evaluation process (refer to scope of work section 3.5).</li> </ul>                                                                                                                                                              | <b>40</b><br>(10)<br>(10)<br>(10)<br>(10) |
| <b>Empowerment proposal</b><br>How the Service Provider will contribute to empower historically disadvantaged individuals through this proposal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>10</b>                                 |
| <b>Maximum possible score for functionality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>100</b>                                |

**Bids that fail to score a minimum of 70 points out of a possible 100 points for functionality will not be eligible for further consideration.**

**Sufficient information must be provided to allow the Bid Evaluation Committee to evaluate bids against these functionality criteria.**

The second stage will be evaluated in accordance with the Preferential Procurement Regulations, 2017, pertaining to the Preferential Procurement Policy Framework Act (No. 5 of 2000). The 80/20 point system will be applied in evaluating proposals that qualify for further consideration, where price constitutes 80 points and a maximum of 20 points will be awarded based on the bidder's Broad-based Black Economic Empowerment (B-BBEE) Status Level Certificate.

Failure to submit the B-BBEE certificate mentioned above will not necessarily result in a bid being disqualified, but no points will be awarded for B-BBEE status.

## 8. Compulsory briefing session

A compulsory briefing session will be held at the time and date indicated below:

**Date:** 22 March 2018

**Time:** 11:00

**Venue:** The Ghost Frog Room, Centre for Biodiversity Conservation, Kirstenbosch National Botanical Garden, Rhodes Avenue, Newlands, Cape Town.

## 9. General terms

All documents submitted in the response to this Request for Tender (RFT) shall be written in English.

Potential Service Providers shall not assume that information and/or documents previously supplied to SANBI, at any time prior to this RFT, will be considered, and they shall not make reference to such information and/or documentation in their response to the RFT.

Each tender shall be valid for a period of three months (90 days) calculated from the closing date of this tender.

While every effort has been made to provide comprehensive and accurate background information, requirements and specifications, applicants are welcome to request further information. Any inquiries in connection with this RFT shall be submitted in writing to either the postal address as specified above or to the following e-mail address:

[M.Matlala2@sanbi.org.za](mailto:M.Matlala2@sanbi.org.za), referring to your request as:

‘Tender number: **SANB: BIPA 293/2018** “Appointment of a Service Provider to implement the C.A.P.E. Legacy Project by facilitating and documenting a participant-driven summative and formative evaluation”.

For any technical information the following person may be contacted:

- Ms Tanya Layne at 021 799 8692 or at e-mail [t.layne@sanbi.org.za](mailto:t.layne@sanbi.org.za)

For more information on the Supply Chain Management requirements contact:

- **Molatelo Matlala** on (012) 843 5200 or e-mail [M.Matlala2@sanbi.org.za](mailto:M.Matlala2@sanbi.org.za)

All questions submitted by prospective Service Providers and responses to these questions by SANBI will be forwarded to all prospective Service Providers attending the compulsory briefing session.

## **10. Nature of appointment and contractual arrangement**

The appointment is envisaged to start on 1 June 2018 and terminate on 28 February 2021.

The appointment as a successful Service Provider shall be subject to all parties agreeing to mutually acceptable contractual Terms and Conditions. The preferred form of contract for the Professional Services as per this RFT will be the STANDARD CONTRACTOR AGREEMENT (April 2016). The contract will be drawn up between SANBI and the Service Provider.

In the event of all parties failing to reach an agreement within 30 days from the appointment date, the SANBI reserves the right and shall be entitled to appoint the second Service Provider or to re-advertise, should the second tender not be acceptable.

No upfront payments will be made.

## **11. Confidentiality**

Any or all information made available to the Service Provider by SANBI shall be regarded as confidential and shall not be made available to third parties without the prior written consent of SANBI.

## **12. Preparation of tender proposal**

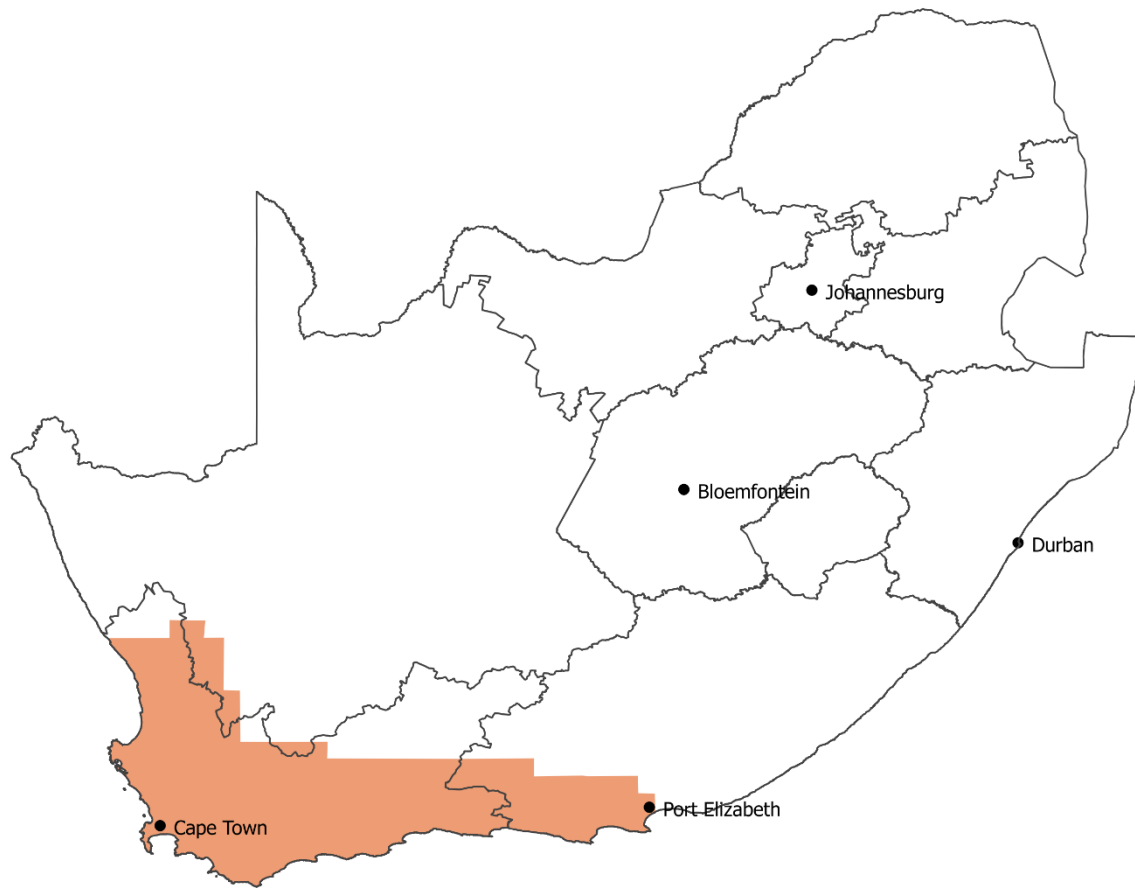
SANBI shall not be held liable for any cost that has been incurred by the Service Provider in the preparation of the tender proposal, the obtaining of certificates or any other cost that might be incurred in submitting the tender proposal.

## **13. Tender documentation availability**

The tender documents can be downloaded from the SANBI website: [www.sanbi.org](http://www.sanbi.org)

## **14. Reporting & management**

- While the Service Provider will be working with a number of SANBI's staff, final accountability rests with the SANBI's Deputy Director: Learning Network Co-ordination, responsible for the C.A.P.E. legacy project.
- Payment will be made on approval of deliverables by SANBI's Deputy Director: Learning Network Co-ordination.
- All reports must be in Word and/or Excel.
- An electronic version of all reports must be submitted.



**C.A.P.E. planning domain**

## Pricing schedule

| Phase                                                        | Description of services for costing             | Price per hour | Number of hours | Total Rands |
|--------------------------------------------------------------|-------------------------------------------------|----------------|-----------------|-------------|
| <b>Phase 1:</b> Inception                                    | Professional fees – lead evaluator              |                |                 |             |
|                                                              | Professional fees – action research facilitator |                |                 |             |
| <b>Phase 2:</b> Design                                       | Professional fees – lead evaluator              |                |                 |             |
|                                                              | Professional fees – action research facilitator |                |                 |             |
| <b>Phase 3:</b> Information gathering and sharing            | Professional fees – lead evaluator              |                |                 |             |
|                                                              | Professional fees – action research facilitator |                |                 |             |
| <b>Phase 4:</b> Final report                                 | Professional fees – lead evaluator              |                |                 |             |
|                                                              | Professional fees – action research facilitator |                |                 |             |
| <b>Phase 5:</b> Culminating event and future concept         | Professional fees – lead evaluator              |                |                 |             |
|                                                              | Professional fees – action research facilitator |                |                 |             |
| <b>Total price for the entire duration of the evaluation</b> |                                                 |                |                 |             |