

**GreenMatter<sup>ZA</sup>** is the engine for growing Biodiversity skills. Developing the right people at the right time for the green economy.

**TERMS OF REFERENCE:**

**GreenMatter**  
**Water Research Commission**  
**Water Fellowship**  
**Evaluation**

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**GreenMatter<sup>ZA</sup>**

## 1. Background

GreenMatter is a partnership programme that implements the national Biodiversity Human Capital Development Strategy. It is co-led by the South African National Biodiversity Institute (SANBI) and the Lewis Foundation.

The vision of GreenMatter is that of “a higher quality of life for all people and nature in perpetuity”. The mission of GreenMatter is to develop human capacity for biodiversity conservation in keeping with the aforementioned national Human Capital Development Strategy. This 20-year strategy is being pursued through six mutually reinforcing strategic goals.

The strategic goals unpacked are as follows:

- attraction of talented people to the sector, in particular black South Africans;
- facilitating access to study and work;
- developing more relevant and high-quality skills for the sector through innovation in higher education;
- providing opportunities for up-skilling to those already working in the sector;
- helping organizations to retain talented staff; and;
- creating enabling conditions for all the above through national level lobbying, coordination, monitoring and evaluation.

## 2. Programme Objectives

The strategic intent of the Water Research Commission GreenMatter Water Fellowship Programme is to promote the development of the next tier of diverse water sector leaders.

In 2019, GreenMatter welcome partnered with the Water Research Commission and Department of Science and Innovation to introduce a cohort of Water Fellows. The Fellows are exposed to topics to enhance their leadership and management ability, whilst challenging them to complete tasks and reflect on their own strengths and weaknesses as potential leaders of the sector.

South Africa is a semi-arid country that has a crisis of water scarcity. The water scarcity is exacerbated by population growth and alien invasive plants which cover an estimated 10 million hectares of a land surface. Furthermore, South Africa has a declining water quality that is a result of pollution from the mines, industry, agriculture, and urbanization. This threatens the livelihood of people, biodiversity, and economic development. Hence, leading to the contravention of section 24 of the constitution which states that:

Everyone has a right to an environment that is not harmful to their health or well-being and to have an environment protected for the benefit of the present and future generations by:

- preventing pollution and ecological degradation
- promote conservation and secure ecologically sustainable development of natural resources while promoting justifiable economic and social development.

The COVID-19 outbreak has exposed the inequalities of having access to water as it required constant washing of hands and some communities in South Africa do not have access to water at all. This made country more aware about the importance of protecting water resources. GreenMatter in partnership with the Water Research Commission aims to increase the competencies of the

individuals to equip them with the tools needed to achieve a sustainable environmental goal while promoting the economic development and livelihood of people. This is in context with the Biodiversity Human Capital Development Strategy (BHCDS) and the United Nations million goal 7 which aims to promote a sustainable environment and human capital development. This is achieved by attracting young postgraduate individuals to the biodiversity and water sector to develop their soft and leadership skills. The development of these skills in the individuals will enable them to rise to the challenge of navigating the water complexities by developing innovative solutions and technologies going into the future. It is this area of innovation and associated skills need that the Water RDD Roadmap responds to.

In addition to this, the National strategic objectives include improving and increasing the skills pool and competencies in the DWS and within the sector. To align qualifications development with DHET and EWSETA. The Roadmap aims to contribute to this through maintaining a minimum number of students supported in water research, enhancing human capital development, and knowledge dissemination and training to form part of RDD program functions. In this case, these include students supported as part of building a pipeline of RDI capacity. This will improve their research capacity, where they will be upskilled to contribute to water research and work as part of research teams.

The Water Fellowship, which is generously funded by the Water Research Commission, is an important component of the GreenMatter Fellowship Programme which responds to the National Biodiversity Human Capital Development Strategy (BHCDS). The strategy is systemic, and implementation spans a range of activities which include the attraction of talented people to the sector, in particular black South Africans. In accordance with the BHCDS, the objectives of the Postgraduate Fellowship are to:

- Strengthen technical competence, based on the awardees' needs;
- Develop management and leadership skills that are required for success in the environmental sector in South Africa; and
- Connect the emerging leaders to a network of peers, mentors and role models at sectoral and national levels.

The fellows are made up of a mix of Masters' and PhD students. During this period, the water fellows are being taken through the cycle of leadership development activities. This report, therefore, provides a comprehensive picture of how the programme is fairing operationally and in terms of achieving its strategic intent.

The Water RDI Roadmap Fellowship has the following objectives:

- Develop management and leadership skills that are required for success in the water sector in South Africa.
- Connect the Fellows to a network of peers, mentors and role models at sectoral and national levels.

The delegates were provided with:

- Guidance on how to maintain their mentor-mentee relations.
- Skills on how to market themselves and network.
- Knowledge and tools to develop their soft skills including networking, leadership, and advocacy development.
- The opportunity to connect with a community of diverse water leaders and champions through the Water Career Talks and mentoring.

The learning and mentorship interventions that are sought under this project aim to support the learning journey of the GreenMatter Fellowship by providing comprehensive support for career growth and leadership development. Ideally, the service provider will produce the required package of learning activities by customising an existing portfolio of materials, tools and guidelines to suit the objective of the Fellowship.

The proposed learning programme will facilitate the development of relevant personal, professional and career development skills for GreenMatter Fellows, with a special focus on the relational skills required in self-awareness, communications, leadership, networking and mentoring.

The M&E report will provide a comprehensive picture of how the programme fared and in terms of achieving its strategic intent. The following will be assessed sequentially, starting with the selection process, moving on to the development programme and ending with the early indicators of monitoring and evaluation.

### 3. Scope of Work

The consultant will be expected to 1) provide a framework for recommended evaluation against which the Water Fellows project will be assessed 2) Undertake an evaluation of the programme (overall programme structure and individual participant tracking) – an online workshop should form part of this approach.

The purpose of this evaluation is to determine the success of this initiative and to provide recommendations for the future of the Programme. The scope of the evaluation is to focus on:

#### PERFORMANCE

- Has the Programme been successful in executing its strategic purpose and achieving its objectives/ outcomes?
- What has been the most significant impact of this Programme? What challenge has it addressed? What change has it catalysed?
- Is the model of bursary payment and professional development model between GreenMatter and WRC viable? Suggestions for going forward.
- Has the COVID related change from face-to-face to online delivery of the programme positively or negatively impacted the outcomes of the Fellowship? What recommendations can be made if any?
- Evaluation of M&E data for assessing workshops and webinars efficacy.
- Has the programme succeeded in positioning Fellows to thrive in their careers?
- Are Fellows working in meaningful and relevant jobs in the water or similar sectors?

#### FOCUS

- Is this Programme responsive to the need/gap/demand for this work in South Africa?
- Is the Programme's theory of change sound?
- Are there flaws in the assumptions underpinning this Programme?
- Has the Programme identified what its success looks like? Is this definition of success relevant to the SA national agenda for leadership development?
- What is the significance of the contribution of the Programme?
- If the Programme continues as it currently performs, will it have a significant impact?
- What are the risks emerging for the future of the Programme and its planned significance?
- Is the work of the Programme appropriately positioned and focused?

- If you were asked to invest R 20 million in this Programme: what must stop, what must continue, what must start?

#### VIABILITY

- Please provide a Cost/ Benefit analysis for this Programme of work to respond to the question: Is this a worthwhile Programme to continue investing in? Please focus more on qualifying your answer with supporting quantitative arguments.
- Considering the funds spent on bringing this body of work to where it is at this stage, has this been a good investment?

## 4. Deliverables

The facilitator shall design and facilitate the workshop, in accordance with the above objectives, bearing in mind that this is an impact assessment to evaluate all activities and outcomes monitored as well as to monitor current career progress as of the date of the fellowship intervention.

In addition to providing a report to design the approach of the evaluation, summary of data collected as well as a detailed report back on the evaluation, an online workshop will be required where a sample group of Fellows will be in attendance.

At the conclusion of the evaluation assessment, the M&E practitioner will produce:

- A comprehensive performance assessment report on the performance, focus and viability of the WRC GreenMatter Water Fellowship programme;

The above deliverables shall be submitted within 30 days after the provision of the below-mentioned review materials.

## 5. Deadlines & Submission of Proposals

**Submission of the proposal in response to the ToR, will be accepted no later than 15 November 2021.**

All proposals should be emailed to [moshadi@greenmatter.co.za](mailto:moshadi@greenmatter.co.za) by the stipulated deadline.

Feedback will be provided **by the 19<sup>th</sup> of November 2021**.

## 6. Materials Available for Review

The following materials will be made available for the review of the project and are expected to be incorporated into the final M&E report:

- Initial proposal and concept document
- Attendance registers for Professional Development workshops
- Evaluation forms regarding the professional development workshops filled in by Fellows
- Progress reports to funder
- Social media account for fellow features.
- One on One interview with a small sample of Fellows
- Interviews with host organisation

- Contact information for various interviewees

## 7. Participants

The workshop participants will include the following:

- The GreenMatter Board of Directors
- GreenMatter Core Team
- 16 Fellowship Alumni
- At least 2 independent professionals in the environmental leadership field related to the Programme (Strategic Advisors)
- water Research Commission representative
- The Facilitator

## 8. Conclusion

A comprehensive report should be submitted directly to the Water Research Commission upon completion and **not to** GreenMatter. The relevant report will be share directly with the WRC GreenMatter Water Fellowship Reference Group. Contact information will be provided.

[www.greenmatter.co.za](http://www.greenmatter.co.za)

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