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## TERMS OF REFERENCE FOR HORIZON SCANNERS/TREND ANALYSTS FOR THE LESOTHO FORESIGHT AND SCENARIOS PROJECT (LFSP)

Title	:	Horizon Scanners/Trend Analysts (Four inclusive of Team Leader)
Type of Contract	:	Contract for professional services
Languages Required	:	English
Duration of the work	:	35 days
Start Date	:	3 July 2017
End Date	:	20 August 2017
Location/duty station	:	Maseru, Lesotho
Supervision	:	LFSP International Expert; Head of UNDP Governance Unit

### A. Background

Lesotho marked its 50th independence anniversary in October 2016 amidst heightened anxiety about its political and economic stability in the context of a fractious coalition government arrangement. Shortly after the anniversary, the second coalition government collapsed, thereby necessitating the country's third election in just over five years, held in May 2017. This latest election was won by a coalition of four opposition parties and, commendably, led to a peaceful transition of power. However, the fate of the previous two coalition governments suggests that Lesotho's political stability will depend on how well the functioning of the new coalition government.

Political unpredictability in the last five years has continued to affect the socio-economic fortunes in a country that is heavily reliant on South Africa for most goods and services. In the period between 2010 and 2014, the Lesotho real GDP growth rate averaged 4.5% per annum, and dipped to 2.5% in 2015 - 2016, due to weaknesses in the manufacturing and construction sectors, the slow growth in the economy of South Africa, as well as unpredictable political environment. In the recent past, the socio-economic situation has further been negatively impacted by declining Southern African Customs Union (SACU) revenue; deteriorating health delivery systems; the effects of climate change and environmental degradation best demonstrated by the 2015-16 drought; declining food production and heightened vulnerability. Socially, Lesotho lags on several regional and international benchmarks. Concerns centre around female and youth populations in relation to opportunities in an adult male-dominated society. While the Gender-related Development Index (GDI) ranks Lesotho 43 out of 187 countries with a female to male ratio of HDI at 0.973, thus suggesting low gender disparities, the reality is different (Lesotho

NHDR 2015). For example, Article 12 of the SADC Protocol on Gender and Development (2008) stipulates that States Parties shall endeavour to ensure at least 50% of decision-making positions in the public and private sectors are held by women by 2015. On the contrary, there were reversals following the 2015 elections, with women representation in the National Assembly going down from 26% to 25%, and from 27% to 24% in the Senate. This is below the minimum target of 30% women representation, Provisions for gender equity and equality would be key in a new constitution.

Lesotho is young demographically, and nearly 40 percent of the people in Lesotho are aged between 15 and 35 years and constitute a youth bulge. The 2015 NHDR characterises youth in Lesotho as follows: Globally, Lesotho is ranked 115 out of 170 countries regarding the Youth Development Index (0.53). Youth development outcomes have advanced in terms of education (0.688), employment (0.683) and political participation (0.583), but remain very low in relation to civic participation (0.336) and health (0.224). Lesotho is the worst performer on youth health in the Commonwealth.

Collectively, Lesotho's development challenges suggest the need for strategic long-term thinking and action, with the participation of multiple stakeholders, in ways that could spur a national dialogue on the country and future that Basotho desire.

### **Context of the Assignment: The Lesotho Foresight and Scenarios Project**

Lesotho's current context illustrate the uncertainty within which development planning and future thinking must be situated. Despite – and because of – the reigning uncertainty and increasingly complexity, there is a rising recognition globally that innovative ways of reckoning and working with unpredictability are called for. These ways of planning and working need to recognise the possible impacts of unexpected disruptive events resulting on volatility, vulnerability and instability. Disruptive events and vulnerability do not always have a single cause but are rather a convergence of causes: in the case of Lesotho, the 2015-16 drought and climate change effects, successive snap elections, fluctuating revenues, reliance on a few drivers of the economy, mixed fortunes in the fight against pandemics, etc., are recent examples. Approaches to planning which assume a predictable, stable and continuous, almost pre-determined future flowing 'logically' from the 'knowns', can no longer be adequate. Traditional tools and approaches to planning are insufficient to identify future strategic opportunities and to navigate uncertain operational environments. 'Foresight' is a structured method of identifying and exploring the development and possible mutations of trends, cross-sector impacts, the effects of the unknown and unexpected, etc. Foresight and the associated tools such as scenario analysis and planning can assist organizations, governments and citizens to better anticipate and prepare for volatilities through:

- Identifying trends and key events and how they might affect the future;
- Formulating future-oriented visions and pathways to desired futures;
- Identifying key strategic opportunities; and
- Planning to mitigate risks and design resilient policies.

The Lesotho Foresight and Scenarios Project (LFSP) is a collaborative undertaking between UNDP, the Ministry of Development Planning (MoDP) and the National University of Lesotho (NUL). Under the theme, "The Lesotho we Want: Imagining the Future, Shaping it Today", LFSP is intended to encourage long-term strategic thinking through spurring thoughtful dialogue about Lesotho's prosperity and development. The LFSP provides a collaborative process through which national stakeholders will explore pathways to a stable future. The project's



stakeholders include government, political, private sector, youth, CSO, academic and religious leaders, among others. The project has three components including: 1. A systematic scanning of key trends, systemic factors and actors including drivers of change in select thematic areas; 2. Scenario development and exploration of strategic options/pathways to Lesotho's future; 3. Compilation of the analytical products into a compendium; translation, printing and dissemination of a summary popular version of the scenarios.

## B. Scope of Work

Currently in its first phase, the LFSP is seeking the services of four (4) experienced persons to carry out a systematic 'horizon scanning' of key trends, systemic factors and drivers of change in select domains along the G-STEER framework (Gendered Social, Technology, Economic, Environmental, Political analysis). For the purposes of this assignment, 'horizon scanning' is used to describe an organized formal process of gathering, analysing and disseminating information to support decision making. It involves the systematic exploration of the current trends and unfolding future around the selected domain to better understand the nature and pace of change in that domain, and to identify potential opportunities, challenges, and likely future developments. While the analysis will need to demonstrate rigor and a good understanding of all aspects of the assigned thematic domain, the scanning is not intended as academic research. Ultimately for the LFSP, the analysis is about identifying the driving forces of change shaping the future of Lesotho.

Within the G-STEER framework, LFSP has identified four domains for systematic scanning: 1. Socio-economic, 2. Technology; 3. Environment and climate change; and 4. Politics, institutions and governance. *Within each of these domains, three themes will be cross-cutting and must be vigorously analysed and their implications incorporated: gender, youth and elements of the Sustainable Development Goals (SDGs) relevant to each domain*

The following is expected:

1. The scanners will carry out analysis in the four domains and produce a report under the guidance of the LFSP's International Foresight and Scenarios Methodology Expert (IFSME). The report will be expected to cover:
  - Trends analysis and developments in Lesotho in the specified domain that are essentially the driving forces shaping the future
  - A collection of 'emerging or weak signals' and early signs of change that might indicate completely different or surprising aspects of the future for Lesotho. These may be in the form of "pockets of the future in the present" and can include threats and opportunities. LFSP is, however, working with a normative future as well – the Lesotho we want to see – so there will be more emphasis on searching for opportunities and 'bright spots'
  - Key uncertainties
  - Selected insights of universally regarded experts and 'wise people' in the specified domain gained through conducting structured interviews.

The reports of the scanning will serve as reading material for the scenarios development phase of the project and will be contained in a compendium of project material at the end.

2. To meet the objectives of the assignment, the successful firm/institution will be expected to:
  - Liaise with the IFSME to agree on the methodology, approach and guidelines for horizon scanning;
  - Carry out a horizon scanning on the identified thematic area and develop a report (in consultation with the IFSME);

- Participate in an authors' and peer-review process and content for the scenarios development workshop.
- Revise and submit the report based on feedback from the authors' and peers workshop and incorporate any other feedback as discussed with the IFSME.

### C. Expected Outputs and Deliverables

DELIVERABLES/OUTPUTS	Target Due Dates	Review and Approvals Required
Inception report demonstrating an understanding of the assignment, the methodology to be used, indicative sources of information, indicative timelines and a workplan	7 July 2017	International Foresight and Scenarios Methodology Expert (IFSME); Head of Governance and Peacebuilding Unit (GPU), UNDP; and the LFSP Technical Working Group
Report on horizon scanning on the assigned G-STEEP domain(s) (inclusive of gender, youth and SDGs as cross-cutting themes) produced indicating global trends, trend analysis and developments in Lesotho, identification of emerging or weak signs, and an interview report on 'selected insights'	28 July 2017	International Foresight and Scenarios Methodology Expert (IFSME); Head of Governance and Peacebuilding Unit (GPU), UNDP; and the LFSP Technical Working Group
Attendance of scanning output peer review workshop	9-11 August 2017	IFSME, GPU, TWG
Final Report produced incorporating feedback from the validation workshop	19 August 2017	IFSME, GPU, TWG.

### D. Institutional Arrangements

- The firm/institution will be engaged by UNDP and will overall be directly responsible to the UNDP Deputy Resident Representative. In matters relating to content, the Team Leader and the Scanner(s) will work under the primary supervision of the IFSME and secondarily by the Head of Governance and Peacebuilding Unit (HoU/GPU) of UNDP. All administrative matters will be handled by the National University of Lesotho (NUL) with the UNDP Governance Specialist serving as the liaison person on behalf of UNDP.
- The consultant/s will be expected to engage the Ministry of Development Planning to explore linkages between the LFSP and national planning and development process including the National Strategic Development Plan (NSDP) and the Sustainable Development Goals (SDGs).
- The Technical Working Group of the LFSP will give the final approval of the final reports.



#### **E. Duration and duty station of the assignment**

- The assignment is for a fixed total of 35 days between 3 July and 20 August 2017
- The assignment comprises both off-site (research activities); electronic or phone contact with the IFSME, and on-site deliverables including workshops and validation sessions.
- UNDP will provide short-term office space for meetings when necessary and practical

#### **Duty station**

- Maseru, Lesotho.

#### **F. Qualifications and experience**

The team, firm of consultants or institution required in this assignment should be an entity focused in social analysis or research with an excellent understanding of Lesotho's context including history, politics, development policies and trends. Collectively, the team should have expertise covering the four thematic areas/domains of the assignment and, in addition, have knowledge of the cross-cutting themes of gender, youth and the SDGs. The qualifying team should have a minimum of 4 experts comprising a team leader and experts in the four thematic areas/domains: 1. Socio-economic, 2. Technology; 3. Environment and climate change; and 4. Politics, institutions and governance.

The individual qualifications and requisite experience are defined below:

##### **1. Team Leader:**

The team leader, may be an expert in one of the thematic areas/domains and, in addition, must have experience in team leadership and coordinating multi-disciplinary research. S/He will be expected to meet the following requirements:

- Possess an Advanced University degree in any of the four domains.
- A minimum of 7 years' experience in his/her area of expertise including carrying out research and analysis.
- Experience in leading, coordinating or working with multi- or inter-disciplinary teams.
- Knowledge and understanding of trends analysis/scanning or scenario planning will be a definite advantage.
- Familiarity with online research
- Fluency in English
- Excellent communication, reporting, and presentation skills

##### **2. Team Members**

- Master's Degree in a field relevant to one of the four LFSP-selected analysis domains (Socio-economic trends, Technological trends, Environment and climate change; and politics, institutions and governance) for which the candidate wishes to be considered.
- Five years (5) years of research or working in an institution of higher learning preferably university
- Knowledge of and ability to incorporate gender analysis in research and youth perspectives and implications

- Familiarity with the Sustainable Development Goals (SDGs) and particularly those relevant to the selected domain for which the candidate wishes to be considered.
- Excellent command of English and Sesotho;
- Experience working for multi donors or UN Agencies a significant advantage

### 3. Attributes of a Scanner

- Research know-how and familiarity
- Good knowledge of one's primary field and competence in inter-and multi-disciplinary approaches
- An inquiring mind and enthusiasm for learning including linkages with other domains and topics
- An ability to focus on detail and understand how this relates to the unfolding future (big picture)
- Excellent writing skills
- Good interpersonal, interviewing, networking and communications skills
- Good knowledge of technology as applied to 'electronic research'
- Time management and self-management
- Knowledge of, or exposure to, the futures and foresight field highly advantageous

### G. Applications and scope of price proposal and schedule of payment

Deliverables/ Output	Estimated Time to Complete	Target Due Dates	Payment Schedule	Review and Approvals Required
Submission and approval of inception report	5 days after signing the contract	7 July 2017	20%	UN PDA
Submission of report	Three weeks	28 July 2017	40%	UN PDA
Final Report	35 days	20 August 2017	40%	UN PDA

### H. Presentation of Offer

Interested consultancy firms or institutions should submit their applications on the specified templates and include the following:

#### *Scope of bid proposal and schedule of payment*

- The proposed price must be a lump-sum which is an "all-inclusive package" including duty travels and daily subsistence allowances.
- The contract price is fixed regardless of changes in the cost components, any changes will go through a variation negotiation.
- The contractor will be required to submit timesheet which shall form the bases for payment including expected deliverables.
- Schedule of payment will be as per table above.

**Submissions for this Request for proposals must be made as follows:**

- **FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL PROPOSAL (Annex 2 including CVs of all proposed personnel).**
- **FORM FOR SUBMITTING SERVICE PROVIDER'S Financial PROPOSAL (Annex 3)**

## I. Criteria for selection of the best offer


The evaluation of offers will be based on the combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and the price offer a maximum of 30%.

### Evaluation Criteria

Criteria	Weight
<b>TECHNICAL</b>	<b>70%</b>
<i>Qualifications:</i>	
<ul style="list-style-type: none"><li>Each team member has at least a Master's Degree in an area relevant to one of the four thematic areas or domains specified for this assignment.</li></ul>	20%
<i>Methodology:</i>	20%
<ul style="list-style-type: none"><li>The firm/institution articulates a clear preliminary methodological approach to the assignment and demonstrates an understanding of trends scanning or analysis</li></ul>	
<i>Experience:</i>	
<ul style="list-style-type: none"><li>Minimum of Five Years (5) years of working on research or similar assignments</li></ul>	15%
<ul style="list-style-type: none"><li>Demonstrated knowledge of gender analysis; youth and SDGs</li></ul>	15%
<b>FINANCIAL</b>	<b>30%</b>
<b>TOTAL = technical + financial (70% + 30%)</b>	<b>100%</b>

## J. Approval

This TOR is approved by: Ms. Christy Ahenkora, UNDP Deputy Resident Representative

Signature:  \_\_\_\_\_