



**TERMS OF REFERENCE FOR CONSULTANCY FOR DEVELOPMENT OF  
UNDAF RESOURCE MOBILIZATION AND PARTNERSHIP STRATEGY  
UN RESIDENT COORDINATOR'S OFFICE LESOTHO**

Type of Contract	:	International
Languages Required	:	English
Commencement Date	:	29 <sup>th</sup> April 2019
End Date	:	30 <sup>th</sup> May 2019
Duration of the work	:	20 working days spread over 1 month
Location/duty station	:	Maseru, Lesotho
First Level Supervisor	:	UN Coordinator Specialist
Second Level Supervisor	:	UN Resident Coordinator

**BACKGROUND**

The United Nations Country team (UNCT) in Lesotho, in close collaboration with the Government and key stakeholders has formulated the new United Nations Development Assistance Framework for 2019-2023 (UNDAF). The UNDAF was signed with the Government of Lesotho in August 2018. It builds on three pillars that have been set through stakeholder consultative process with engagement of 8 Resident and 18 Non-Resident UN Agencies, Funds and Programmes. These pillars are: 1: Accountable Governance, Effective Institutions, Social Cohesion and Inclusion; 2: Sustainable Human Capital Development; 3: Sustainable and Inclusive Economic Growth for Poverty Reduction. With the SDGs at its core, this UNDAF plans to invest an estimated USD 256 M into the development of Lesotho. Out of this amount, USD 159 M is projected to be available through agency's funds and USD 97 M to be mobilized. The UNDAF operationalization has been addressed through: 1) development of bi-annual Joint Work Plans for 2019-2020 with identified funding gaps under each JWP; 2) establishment of the new UNDAF management arrangements - four UNDAF strategic outcomes have resulted in establishing four Outcome Result Groups (ORGs) chaired by Heads of Agencies; 3) establishment and endorsement of the UNDAF Joint Steering Committee.

In the current aid environment, emerging partnerships are increasingly diverse and complex. Whether with traditional donors on vertical funding modalities with non-traditional partners in the framework of South-South cooperation; or the private sector on scaled-up public-private partnerships, new aid modalities show a need for new and strong trends for financing for development. There are certainly new opportunities for the UN to mobilize resources to cover the UNDAF funding gap in the current aid environment. There are also important challenges: building up the internal knowledge base on how new funding modalities work, defining what the UN's comparative advantage/added value would be in these new kinds of partnership models, and agreeing on how to best leverage the latter to secure Government of Lesotho and donor support.

UN Country Team in Lesotho is seeking technical support to formulate the Joint Resource Mobilization and Partnerships Strategy under new UNDAF 2019-2023 to support coherent and effective strategy to avoid 'missing opportunities' to access funding, and to tap into these resources in an effective and appropriate manner. The effective strategy will assist UNDAF implementation in support of the National Strategic Development Plan II (2019/20-2022/23) of the Government of Lesotho.

Additionally, proposed strategies for filling the resource / investment gap include:

- additional domestic investment by Government through improved revenue mobilization
- Marshalling more ODA in both grants and soft loans

- Encouraging / promoting additional domestic investment through policies and attracting additional FDI through the adoption of appropriate policies.

#### **A. PURPOSE, OBJECTIVE AND SCOPE**

The key objective of the consultancy is to develop a Joint Resource Mobilization and Partnership Strategy for the UNCT in Lesotho. This should build on the shared vision of the UNCT's engagement and strategic positioning in Lesotho. The consultant will:

- Analyze the external and internal development environment;
- Identify potential areas where the UNCT is best positioned to succeed in joint resource mobilization considering its development priorities and comparative advantages;
- Build the capacity of the UNCT and programme staff in resource mobilization by enhancing their knowledge on relationship management, partnership building and fundraising.

**The consultant will review and analyze, inter alia, the following documents:**

- Strategies of key development partners and mapping thematic areas of donor interest;
- Agency-specific resource mobilization strategies (where they exist) and/or regular and extra-budgetary resource allocations;
- UNDAF and agencies' resources alignment to UNDAF 2019-2023;
- UNGD Guidance Note on joint resource mobilization;
- UN Reform documentation, the UN strategy from Funding to Financing and the UN Common Chapter;
- Other documents provided by the agencies and RCO.

The final report will consist of a maximum of 15-20 pages, including a matrix showing the interplay between the priorities of the development partners, especially those supporting Lesotho directly or indirectly including through regional mechanisms i.e. SADC, SACU, Africa Union, etc.; as well as donor engagement tactics and mechanisms, a detailed implementation plan for the UNCT and UNDAF outreach presentation.

**The consultancy will comprise the following stages:**

Map potential and existing partners at the country, regional and global levels, as well as their funding priorities vis-a-vis the programmatic priorities of the UNCT as reflected in the UNDAF 2019-2023 and UNDAF Joint Work Plans. The following possible sources can be considered:

- Traditional OECD/DAC donors;
- Emerging donors, such as BRICS;
- Government cost sharing;
- Global UN pooled funding mechanisms (Peace-building Fund, SDG Fund, Human Security Trust Fund, Trust Fund to End Violence Against Women, etc.);
- Global and regional non-UN funds, including regional development banks;
- Philanthropic foundations and major individual donors, including from the diaspora and private sector;
- Public-private partnerships; and
- Innovative sources of funding.

Prioritize potential partners considering the added value of the potential partnership. Prioritization should take into account the following factors:

- Financial or technical resources at the partner's disposal at the country level;
- A good existing working relationship with the partner and UN system;
- Preferred partner of the Government of Lesotho;



- High number of outcomes that the UN and the partner have in common; and other comparative advantages of the partner, such as technical expertise, access to political networks, proven track record, etc.
- Partner-specific overview of programmatic areas/outcomes that reflect the priorities of both the development partners and the UNCT.

## B. KEY EXPECTED OUTPUTS AND DELIVERABLES

The Consultant will work closely, under the overall leadership and guidance of the UN Resident Coordinator in close collaboration with the UN Coordination Specialist, with the United Nations Country Team (UNCT) and the Government of Lesotho and will produce:

1. **Inception Report outlining timeframe for collecting inputs and detailed table of content/outline for resource mobilization and partnership strategy for the UNCT.**
2. **Joint resource mobilization and partnership strategy for the UNCT in Lesotho, to include the following:**
  - Background on key national priorities and key results outlines in the UNDAF;
  - An analysis of resource trends at the country level and the rationale for joint resource mobilization;
  - Key principles for joint resource mobilization within the UN system;
  - Mapping of potential thematic/donor support for resource requirements and funding gap for each priority pillar/outcome in the UNDAF 2019-2023;
  - Possible financing partners and mechanisms at the country, regional and global levels for each pillar/outcome;
  - Analysis of the UNCT's comparative advantages in resource mobilization;
  - Resource mobilization approaches to be used for each partner/pillar/outcome;
  - Governance structure and mechanism for the management, implementation, and monitoring of the Joint Resource Mobilization Strategy;
3. **Conduct a one-day resource mobilization training for the UNCT focusing on the following:**
  - Tactics and mechanisms for funding the agreed priorities;
  - Strengths and weaknesses of different UN agencies in mobilizing resources;
  - Approaches and instruments to be employed with specific donors;
  - Partnership management (mapping, relationship building and information-sharing)
  - Management and monitoring of the Joint Resource Mobilization Strategy.

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception Report	2 working days	RC/UNCT/UN Coordination Specialist
2	Draft Resource Mobilization and Partnership strategy for the UNCT	14 working days	RC/UNCT/UN Coordination Specialist
3	Conduct one day training for UNCT / Programme staff	1 working day	RC/UNCT/UN Coordination Specialist
4	Final Resource Mobilization and Partnership Strategy for the UNCT and UNDAF outreach presentation	3 working days	RC/UNCT UN Coordination Specialist / UNCT

### **C. INSITUTIONAL ARRANGEMENTS**

The Consultant will work closely, under the overall leadership and guidance of the RC, United Nations Country Team (UNCT) and in close collaboration with the UN Coordination Specialist.

The Consultant will not provide any substantive or operational information regarding UN's operations activities to third parties without the written consent of RC.

This Consultancy will be administrated by the RCO which is housed by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply. The Consultant will submit reports based on the results achieved in agreed format stating all actions taken during the assignment. Reports shall be submitted according to the deliverables schedule and approved by the RC/RCO. This will serve as justification for payment.

### **D. DURATION OF ASSIGNMENT**

The work of the consultants will be finalized no later than in 20 working days (within 1 month). An extension may be granted in extraordinary circumstances.

### **E. DUTY STATION**

The duty station is both remote consultancy and assignment days in Maseru, Lesotho to be agreed with RCO.

### **F. QUALIFICATION OF SUCCESSFUL CANDIDATE**

#### **Education:**

- Master's Degree in the social sciences, economics or development studies.

#### **Experience:**

- At least fifteen years' experience in the development sector, preferably in fundraising, resource mobilization or partnership building;
- Experience of UN system operations and donor assistance in development settings; Knowledge of UN's strategic planning;
- Understanding of the development context in lower / middle income countries; regional/national experience;
- Previous experience preparing Resource Mobilization and Partnership Strategy for UNCT/UN agencies would be an asset;
- Training experience and ability to organize and facilitate multi-stakeholder workshops and presentations;
- Excellent communication and interpersonal skills.

#### **Language Requirements:**

- Excellent written and spoken English

#### **Competencies:**

#### **Core Values**

- Integrity: Demonstrating consistency in upholding and promoting the values of UN in actions and decisions, in line with the UN Code of Conduct.

- Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

#### **Corporate Competencies**

- Demonstrates integrity by modeling the UN values and ethical standards.
- Promotes the vision, mission, and strategic goals of the UN in Albania.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favoritism.
- Excellent analytical and organizational skills.

#### **Development and Operational Effectiveness**

- Ability to lead strategic information collection, analysis and result-based use of information.
- Ability to lead formulation of strategies and their implementation.
- Ability to apply Resource Mobilization and Partnerships building theory to specific institutional contexts.
- Excellent writing and presentation skills.

#### **G. SCOPE OF PRICE AND SCHEDULE OF PAYMENTS**

##### **Lump sum contracts**

- The proposed price will be a lump-sum, i.e. an “all-inclusive package”. The financial proposals shall specify a lump sum amount to be paid upon the receipt of the final report and management letter. The payments are based upon the delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).
- The contract is fixed regardless of the changes in cost components

#### **H. RECOMMENDED PRESENTATION OF OFFER**

- Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- P11 shall be required from the selected candidate prior to concluding a contract;
- Financial Proposal should be an all-inclusive fixed total price, including professional fees, travel cost as a lump sum.
- Cover letter, stating why the candidate thinks s/he is the best candidate for the assignment;
- A technical proposal highlighting a methodology or approach to complete the assignment based on the deliverables stated above.

#### **I. EVALUATION CRITERIA FOR SELECTION OF BEST OFFER**

- Applications will be assessed based on a cumulative analysis that will evaluate both the technical suitability and the financial proposal. The weight of the technical criteria is 70%; the weight of the financial proposal is 30%. Only candidates with a minimum of 70% in the technical evaluation will be considered for the financial evaluation.
- The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as responsive, compliant, and acceptable;
- Only the highest-ranking candidates who would be found qualified for the job will be considered for the Financial Evaluation.

#### **DETAIL EVALUATION CRITERIA**

- Understanding of the development context in lower / middle income countries; regional/national experience;



TOR approved by UN Resident Coordinator on \_\_\_\_\_

- Previous experience preparing Resource Mobilization and Partnership Strategy for UNCT/UN agencies would be an asset.
- Training experience and ability to organize and facilitate multi-stakeholder workshops and presentations;
- Excellent communication and interpersonal skills.

Criteria	Weight 70%	Max. Point 70
<i>Technical</i>		
Master's Degree in the social sciences, economics or development studies.	10%	10
At least fifteen years' experience in the development sector, preferably in fundraising, resource mobilization or partnership building	15%	10
Previous experience preparing Resource Mobilization and Partnership Strategy for UNCT/UN agencies would be an asset	15%	10
Training experience and ability to organize and facilitate multi-stakeholder workshops and presentations	10%	10
Methodology / Approach	20%	30
Total	70%	70
<i>Financial proposal</i>	30%	30

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

**Note:**

While preparing your financial offer, kindly note that the standard for all travel authorized by UNDP for individual subscribers is economy class. Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal.

**ANNEXES TO THE TORs**

- Template for confirmation of interest and availability;
- P-11 form template.

**BID SUBMISSION ADDRESS**

**Name:** Mr. Salvator Niyonzima, United Nations Resident Coordinator

**Email address for submission:** ls.procurement@undp.org

**REF:** UN Resource Mobilization and Partnership Strategy Consultancy

**A. APPROVAL:**

This TOR is approved by: Mr. Salvator Niyonzima, UN Resident Coordinator in Lesotho

Signature: 

Date: 9/04/2019