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TERMS OF REFERENCE (TOR)

CONSULTANCY FOR DEVELOPMENT OF THE MID-TERM REVIEW (MTR) OF THE NATIONAL STRATEGIC DEVELOPMENT PLAN II (NSDP II) 2018/19-2022/23

SUBJECT	Mid-Term Review of the NSDP II 2018/19-2022/23
LOCATION/COVERAGE	National
DURATION	50 days
STARTING DATE	November 2020
ENDING DATE	January 2021
APPLICATION CLOSING DATE	30 th October 2020
LANGUAGE	English
KEY STAKEHOLDERS	Ministry of Development Planning, Government Ministries, Departments and Agencies, Donors/Development Partners, NGOs, SOEs

1. Background and context of Lesotho NSDP II

The Government of Lesotho prepared the National Strategic Development Plan II (NSDP II), which covers the period 2018/19 – 2022/23, following the expiry of the previous NSDP I (2012/13 – 2016/17). It is a five-year medium-term plan for implementation of the vision 2020. The overarching goal of the NSDP is to achieve sustained employment creating growth over the plan period. This would be achieved by encouraging necessary private sector led growth by pursuing the most likely sources of growth as determined by Lesotho's comparative and competitive advantages.

NSDP II aims to transform Lesotho from a consumer-based economy to a producer and export-driven economy. It will serve as the blueprint for all development efforts over the next five years, and will implement the SDGs, the African Union Agenda 2063 Goals, the SADC Regional Indicative Strategic Development Plan (RISDP) and Vision 2020. It emphasizes private sector development and gives priority to pursuing people-centred development. This strategy re-enforces the Government of Lesotho's commitment to directly engage citizens, empowering individuals and encouraging participation in the development process. Four key strategic goals, referred to as key priority areas (KPA), are articulated to foster job creation and inclusive growth and further reduce poverty:

KPA I: Enhancing Inclusive and Sustainable Economic Growth and Private Sector Job Creation;
KPA II: Strengthening Human Capital;
KPA III: Building Enabling Infrastructure; and
KPA IV: Strengthening National Governance and Accountability Systems.

NSDP II underscores sustainable inclusive growth as the most effective route for poverty reduction. It sets out the jobs and growth strategy anchored on the four productive sectors being Agriculture; Manufacturing; Tourism and Creative industries; and Technology and innovation. NSDP II is organized into three parts and 12 chapters. Part I covers the development context, which provides the background on the political and socio-economic landscape, a demographic profile, and an analysis of national strengths, challenges, threats, and opportunities. Part II discusses the Medium-Term Fiscal Framework and the Growth and Employment Strategy. Part III is the strategic framework which defines the key objectives and strategies for the four key strategic goals that will lead towards the realization of employment creation and inclusive growth.

Furthermore, upon coming into power, the current government produced two documents being the New Coalition Government Agreement (built out of the ruling parties manifestos) and the Two-year Strategic Policy Framework. This Strategic Framework is drawn from the current NSDP II by reprioritizing some areas of focus and strategies for implementation over the two-year period as per the Coalition Agreement. The Government is committed to restore trust of the nation, build strong public and constitutional institutions and ensure strong and inclusive economy. As such, the first priority of the Coalition Government which is Good Governance and Rule of Law aligns well with Key Priority Area (KPA) IV while the second Priority-Inclusive Economic Growth and Job creation is aligned with NSDP II KPA I. The Government will implement the programme in the context of the myriad of challenges facing the Lesotho economy. It will however prioritize its activities as much as possible in the context of tight fiscal situation, global economic downturn and the impact of COVID-19 pandemic

The success or failure of the NSDP II will be measured by the extent to which the lives of Basotho improve over the Plan period. To this end, the NSDP comes with a robust monitoring and evaluation framework designed not only to measure what we have done, but also to act as an early warning system. As a result, a Mid-term review and Final evaluation have been planned to be undertaken by mid-2020 and end of 2023 respectively. These will be very helpful in providing an assessment of the overall progress achieved towards the outputs and outcomes of the NSDP, by consolidating mid-term report of results achieved to date.

In this regard, UNDP, on behalf of the Ministry of Development Planning is looking for a consultancy firm of policy experts, with experience in development policy formulation and programmes design, implementation and evaluation for national programmes on socio-economic development, governance, environment and climate change, to help consolidate a midterm report and review of the NSDP II. The report will provide a comprehensive analysis of what has been achieved to date, and provide a critical feedback on challenges, gaps, lessons learnt in the implementation of the Plan. The report will also provide recommendations for adjustments where necessary.

2. Objectives

The objectives of this Mid – term review process are to:

- Measure progress made in the implementation of the NSDP II since April 2018 to June 2020 by consolidating a report on the achievements attained in the implementation of the Plan;
- Identify gaps, challenges and lessons learnt during the NSDP II implementation and assess the continuing relevance of the selected NSDP strategies in context of the changing development landscape and emerging risks, including COVID-19
- Make practical recommendations for improved implementation of the NSDP II through the new Two-Year Strategic Policy Framework;
- Establish baselines and accordingly revise targets where necessary

- Strengthen partnerships and foster accountability and transparency on implementation of the NSDP II
- Engine culture of learning and increase demand and use of information and data generated from implementation for improved implementation

3. Users of the Mid-Term Report

The report will be used directly by the Ministry of Development Planning, primarily for purposes of tracking implementation status and documenting mid-term results of the NSDP II and for informing the way forward. It will also be useful for planning oversight and accountability for the following key groups and institutions: .

- The Parliament: for transparency and accountability in the use of public resources;
- Office of the Prime Minister: for tracking the overall implementation of the NSDP II; and for reporting on the progress to the public; as well as for strategic and policy formulation;
- Ministry of Finance (MOF): for overseeing alignment of financial resources with national priorities;
- Line- Ministries: for leading the development of sector policies, strategies and guidelines; adjust their annual work plans in line with areas identified for increased attentions,
- Bureau of Statistics: Ensure production, harmonization and dissemination of statistical information and Strengthen the capacity of statistical units in line with the needs of the line ministries and agencies at national and sub-national levels
- CSOs and Private sector: for their public-sector planning processes at national, district, sectoral and local levels; and for accountability to respective sectors, at national and sub-national levels;
- Development Partners (DPs): for realigning their assistance to government priority areas and provide feedback to domestic and international constituencies on Government performance and results;

4. Scope of the Work

Geographically, the Mid-term Report and review process is a national exercise, involving, the pillar technical teams, sector working groups, Ministries and government agencies and Development Partners. Programmatically, MTR will cover the entire National Development sectors and include all cross-cutting issues based on the NSDP II design, including gender, youth, human rights, disability and climate change. The consultant must ensure integrated analysis to reflect the leaving no one behind principle in the context of Lesotho and strategies to address the emerging and existing inequalities.

The ministries are currently preparing ministerial reports on the progress made towards the implementation of the NSDP II since its operationalization in 2018/19 which will feed into the National Midterm Report to be produced by the consultant. Therefore, the firm will be expected to carry out the following:

- i) **Develop a consolidated Midterm Report of the NSDP II** (The proposed outline of the report is provided in Annex 1):
 - Review the submissions of the line ministries on the progress reports to ensure completeness of the information and analysis of results with respect to the NSDP II pillars, outputs and indicators.
 - Undertake the stakeholder consultations and interview key NSDP II stakeholders, including NSDP II Working Groups, selected staff of key Ministries and Government agencies at national and sub-national levels, local authorities, International

development partners, donor representatives, CSOs, private sector, academia and other interest groups

ii) Provide an independent and evidence – based review of the progress achieved on the implementation of the NSDP II.

- Review the ministerial reports to determine gaps, challenges and lessons learnt during implementation
- Undertake a desk review of materials, including the NSDP II, the previous and current Coalition Government Agreements, the current Government Two-year Programme, partnership and cooperation frameworks and reports Lesotho's development partners; and various progress review reports which will be identified and agreed upon.

iii) Provide practical recommendations for implementation of the remaining period for implementation of the NSDP II

- Review the M&E framework for NSDP II and establish a baseline and new targets where required.
- Make recommendations towards implementation including for partnerships and resources mobilisation

iv) Host Debriefings and stakeholders' workshop. Depending on the COVID-19 restrictions, the firm shall facilitate workshop (virtual or physical) to present preliminary findings of the Midterm Review to key stakeholders

5. Expected outputs and Duration of Work

The assignment will be delivered in 50 days – distributed over a period of three months from November 2020. The consultancy firm will be responsible for delivering the following:

Activities	Expected duration	Target Due Dates	Review and Approval
1) Inception Report			
Briefings with the Department of M&E, MDP	1 day	November 2020	Ministry of Development Planning – M&E Dept
Desk review, Inception Report	10 days	November 2020	Ministry of Development Planning – M&E Dept
Stakeholders consultations	15 days	December 2020	Ministry of Development Planning – M&E Dept
2) Consolidate Mid-term Report on the NSDP II			Ministry of Development Planning – M&E Dept
Draft Report	10 days	December 2020	Ministry of Development Planning – M&E Dept
Preparation for and holding the stakeholder's validation Workshop	5 days		Ministry of Development Planning – M&E Dept
Final report and consolidation of comments/feedback from key stakeholders	5 days	January 2021	Ministry of Development Planning – M&E Dept

3) Summary report (Executive Summary)	4 days	January 2021	Ministry of Development Planning – M&E Dept
Total	50 days		Ministry of Development Planning – M&E Dept

6. Institutional Arrangement

- a) The consultancy will be engaged by the UNDP and becomes directly responsible to the UNDP – Deputy Resident Representative. However, they will liaise with Programme Specialist for Strategy and Policy Unit for implementation of this assignment.
- b) The Director – Department of M&E in the Ministry of Development Planning shall provide a day-to-day supervision to the Consultants on the assignment.
- c) Reports shall be submitted to the Department of M&E, at MDP. The Department will then forward a copy to key stakeholders for comments on factual issues and for clarifications, which will be considered and addressed to produce the final report and submit to MDP.
- d) A period of 5 days must be allowed for review of submitted written outputs.
- e) The Department of M&E shall take the responsibility for disseminating the reports with all stakeholders.
- f) The Director of Monitoring and Evaluation at the Ministry of Development Planning (MDP) will arrange introductory meetings with partners, avail relevant documentation, and arranging interviews with key informants.
- g) The firm, with help from the Director of Monitoring and Evaluation, will take responsibility for setting up meetings and conducting the MTR, subject to advanced approval of the methodology submitted in the inception report.
- h) Both in person and virtual tools may be used for stakeholder engagement and collection of information, ensuring compliance to the COVID-19 regulations
- i) The firm must have own facilities including computers and facilitate own access to internet, transport and organize own logistical arrangements as necessary

7. Duration of the Assignment and Duty Station

- a) The assignment is expected to be carried out in 50 days (spread over 3 months), from November 2020 to January 2021.
- b) The assignment comprises both home-based and on-site deliverables. However, given the COVID-19 situation, for delivery of activities such as stakeholder consultations and validation session, on-line resources may be used.

8. Qualifications and experience of the successful contractor

It is proposed that the MTR will be undertaken by a consultancy firm, comprising of a team lead and two assistants. These shall be experts in economic policy research and formulation, programmes management and evaluation of development programmes. The consultancy firm should meet the following criteria:

- Minimum of 10 years of professional and specific experience in the field of national development (social, economic and political) particularly in developing comprehensive national development policies and strategies as well as appropriate approaches, methodologies and necessary tools
- Proven experience in undertaking detailed diagnostic assessments or evaluations of national development policies, agendas and strategies;
- Demonstrated knowledge and understanding of the NSDP II, UN Sustainable Development Goals (SDGs), AU Agenda 2063 and other global and regional conventions and development policy frameworks;

- Language: Fluency in spoken and written English with good report writing skills. Samples of previous written work may be required.

Qualification and experience of team members:

(i) Team lead

The team lead will be responsible for overall production of reports at all stages of the evaluation process; data collection, analysis of the stakeholder feedback, quality and timely submission of the evaluation reports to MODP.

Education:

- A Master's degree in development studies, economics, public policy, social studies, international relations or any other relevant field of study;
- A PhD degree would constitute an advantage;

Skills and experience:

- Minimum of 10 years profession experience, and in similar activities
- Experience in programme design and development, results-based evaluation based on feasible and substantive methodological approach maximised on data collection, collation; synthesis and stakeholder engagement. Extensive research knowledge and experience with good analytical and report writing skills;
- Extensive knowledge and experience in monitoring and evaluation of development programmes,
- Experience in design and implementation of development policy and programmes
- Knowledge and experience on implementation and mainstreaming of gender equality and women's empowerment in development programmes will be an advantage
- Extensive knowledge and experience with designing and implementing monitoring and evaluation (M&E) frameworks in Government institutions;
- Extensive knowledge and experience with regional development issues particularly in Lesotho;
- Experience of working in a developing country context especially in the SADC region is desirable; and
- Excellent analytical, organisational, communication, facilitation and drafting skills.

(ii) Other team members

The other team members will support data collection and development of the relevant aspects of the Mid-term Review Report.

- Possess advanced degree in Economics, Development Studies, Public administration and political studies, Sustainable development
- Experience in policy research and analysis, programme design and implementation of projects/programmes on governance, sustainable development or economic growth
- Background knowledge and experience in governance, sustainable development, environmental management or climate change adaptation is a requirement
- Prior experience in dealing with government entities will be an advantage
- Appreciation of Lesotho development context will be an advantage
- Knowledge of the Sustainable Development Agenda, Africa Agenda 2063 and understanding of national development planning processes is required

9. Scope of Bid Price and Schedule of Payments

- a) The contract price will be fixed output-based price regardless of extension of the herein specific duration of the assignment.
- b) The financial proposal should be presented as a Lump Sum Amount –representative of payments closely linked to deliverables.

- c) Payments will be made upon acceptance and approval by the Ministry of Development Planning of planned deliverables and components,
- d) Payments will be scheduled as follows, with the corresponding percentage per milestone/output, including the conditions/documentations required prior to the release of any tranches of payment.

Activities	Target Dates	Completion	% Payable
1) Inception Report Briefing session, desk review, stakeholder consultations	December 2020		30%
2) Draft Mid-term Report Validation session	December 2020		40%
3) Final Report 4) Summary Report	January 2021		30%

10. Recommended Presentation of Proposal

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

- a) Brief description on why the firm is the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- b) Institutional profile, with at least three institutional references
- c) Individual CV of experts that the institution will nominate to conducting the training; indicating all experience from similar projects, as well as the contact details (email and telephone number);
- d) Financial proposal

11. Criteria for Selecting the Best Offer

A successful consultancy firm will be selected based on the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%, broken down as:

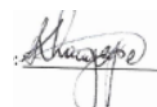
- a) Technical Proposal (70%)
 - Expertise of the firm 20%
 - Proposed methodology 50%
 - Personnel 30%
- b) Financial Proposal (30%), to be computed as a ratio of the lowest price among the proposals received by UNDP

12. Approval

Prepared by:

Name: **Ms Malefu Khanyapa**
Ministry of Development Planning

Signature:



13. Attachments

- RFP templates
- NSDP II
- NSDP II M&E Framework

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Annex 1. Proposed structure of the report

The Mid-Term Review report shall follow the following format and be written in English:

- **Cover Page;**
- **Summary Table** to follow template provided;
- **Table of Contents;**
- **List of acronyms** and abbreviations ;
- **Executive Summary:** must be a standalone summary, describing the core areas of NSDP II focus, main findings of the Mid-Term Review, and conclusions and recommendations.
- **Introduction**
- **Background and Context;**
- **Methodology** describe the methodology used, provide evidence of triangulation of data and presents limitations to the methodology;
- **Findings:** includes overall assessment of the NSDP II, responds to the Mid-Term Review questions (Scope), all findings are backed up by evidence, cross-cutting issues are mainstreamed and; unintended and unexpected outcomes are also discussed;
- **Conclusions** are formulated by synthesizing the main findings into statements of merit and worth, judgements are fair, impartial, and consistent with the findings;
- **Lessons Learnt and Good Practices:** present lessons that can be applied to the remaining phase of the NSDP II and future NSDPs to improve performance, outcome, or impact and; identify good practices: successful practices from those lessons which are worthy of replication;
- **Recommendations:** should be as realistic, operational and pragmatic as possible; that is, they should take careful account of the circumstances currently prevailing in the country, and of the resources available to implement it. They should follow logically from conclusions, lessons learned and good practices. The report must specify who needs to take what action and when. Recommendations need to be presented by order of priority;
- **Annexes:** should be listed and numbered.