



TERMS OF REFERENCE

Thematic Evaluation On Role of UNDP In Conflict Prevention And Political Stabilization In Lesotho

Type of Contract	Individual Consultant
Post Level	National Consultant
Duty Station	Maseru, Lesotho
Duration of Initial Contract:	22 Working Days
Language of the assignment:	English and Sesotho

1. BACKGROUND AND CONTEXT

Lesotho experienced both political and security instability since independence from Britain in 1966. The fractious and personality-based politics intensified in the last decade, with emergence of coalition politics. Following collapse of coalition governments that failed to realize their constitutional mandates, the country's leadership, with support from development partners, and UNDP, undertook a study tour to New Zealand to learn first-hand of coalition governments. This followed a collapse of three coalition governments in a space of five years.

Since then, Lesotho has embarked on far reaching national reforms process following the 2019 broad based national dialogue and stabilization process., which achieved consensus to undertake reforms in seven thematic areas namely: Constitutional Reforms, Security Sector Reforms; Economic Sector Reforms; Public Sector Reforms; Justice Sector Reforms; Parliamentary Sector Reforms and Media Sector Reforms. A comprehensive Omnibus Bill containing 49 amendments to the constitution as well as legislation providing a legal framework for implementation of constitutional reforms has been formulated and tabled before the National Assembly for discussion and passage. In addition, two High-level Consultations to; a) develop a National Roadmap on Security Sector Reform and b) Options for a National Peace and Reconciliation architecture were organized to complement ongoing reform efforts and to contribute to political stabilization and conflict prevention in Lesotho.

Two assessment reports on “Conflict, Peace and Gender Context” and “Intra-and-Inter-Party Democracy” in Lesotho were launched by the Prime Minister in June 2021 and followed by series of training workshops with CSOs and political parties (both in and out of Parliament) to unpack key findings and recommendations and build stakeholder capacity as peace agents within the context of the ongoing reform. However, reform progress has been slow, and several challenges remain to political stabilization and conflict prevention efforts in the Kingdom of Lesotho.

In line with UNDP’s Strategic Plan 2017- 2021 and moving into the new Strategic Plan 2022 – 2025, inclusive and effective democratic governance and peacebuilding remains an important area of work for UNDP globally and UNDP Lesotho particularly as outlined in the UNDP Lesotho Country Programme Document 2019 – 2023. The current programming cycle is aligned to the Government of Lesotho’s National Strategic Development Plan – (NSDP II) and the United Nations Development Assistance Framework (UNDAF), both covering the 2019 -2023 period.

The 2019 -2023 UNDAF outlines a common vision, planning, and implementation on how the UN system can support the national needs and priorities as described in Vision 2020 and the National Strategic Development Plan 2019 – 2023 (NSDP II). UNDP Lesotho actively participates in three UNDAF Working Groups: Accountable Governance & Social Cohesion, Sustainable and Inclusive Economic Growth as well as Cross cutting pillar on Development, Humanitarian and Peace-building Nexus. UNDP chairs the Accountable Governance working group and co-chairs the Sustainable and Inclusive Economic Growth working group. In addition, UNDP provides the Secretariat for Development Partner Forum on Governance and Human Rights, which covers issues of peace building and governance.

This evaluation will be conducted at a time when broader development process, such as the review Lesotho of Vision 2020 and initiation of NSDP III (2024 – 2028) will be taking place. The 2019 -2023 UNDAF is centred around four key results areas: - Sustainable and Inclusive Growth – Accountable Governance – Human Development – One UN Business Operations. The democratic governance and peacebuilding portfolio of UNDP Lesotho is situated in Results Area 1 (‘Accountable Governance’). UNDP Lesotho acts as Chair of this Development Results Group, jointly with UNAIDS, and is the overall lead agency in this results area. UNDP Lesotho also acts as co-Chair of the Programmes Coordination Team (PCT) of the One UN Lesotho.

2.0 PURPOSE, OBJECTIVE, SCOPE, FOCUS AND EVALUATION QUESTIONS

- Rationale and Purpose for a Thematic Evaluation: UNDP conducts thematic evaluations to assess UNDP performance in areas that are critical to ensuring sustained contribution to development results. Thematic evaluations focus on one or several crosscutting themes that have significance beyond a particular project or initiative, across several outcomes or results areas in a country. These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.
- In line with the Evaluation Plan of UNDP Lesotho, a thematic evaluation will be conducted to assess UNDP performance in areas that are critical to ensuring conflict prevention and political stabilization. The area of conflict prevention and political stabilization is a broad area that brings together many different institutions and development results area. The proposed thematic evaluation will evaluate the UNDP Lesotho's contribution to further advance conflict prevention and political stabilization in Lesotho during the period from 2019 to 2021.
- The main vehicles of UNDP's Lesotho support are the projects within the Governance and Peacebuilding Unit, such as the Support to National Reforms Project; Security Sector Reforms, Conflict and Peacebuilding Project, Justice Project and Project to Support Governance Architecture in Lesotho. Other projects from the Sustainable and Inclusive Growth portfolio focused on youth and gender employment and from the Environment portfolio focused on improved natural resource management also contribute to conflict prevention. The goal of the thematic evaluation will be to assess how UNDP's programmes contributed, together with the assistance of partners, to a change in development conditions.

3.0 The purpose of the thematic evaluation is to:

- Measure the impact of the conflict prevention and political stabilization project portfolio and its programmatic strategies.
- Provide substantive input and direction to the formulation of future strategies, including at programmatic level.
- Support greater UNDP accountability to national stakeholders and partners in Lesotho.
- Serve as a means of quality assurance for UNDP interventions at the country level;
- Contribute to learning at corporate, regional and country levels.
- The thematic evaluation will be conducted in the 1st quarter of 2022 and towards the end of the current programme cycle 2019-2023 with a view to providing strategic direction and inputs to the preparation of the new programming cycle starting from 2024 including the forthcoming new United National Development Sustainable Development Framework (UNSDF) scheduled to start the same year.

Objectives of the Thematic Evaluation –

The evaluation will assess how UNDP Lesotho's project and programme results contributed to a change in development conditions as it relates to conflict prevention and political stabilization in Lesotho in collaboration with other key actors in the area. The overall objective of the thematic evaluation is to measure UNDP's contribution, through the projects and Programmes in the following area: (1) extent to which there are data-informed mechanisms in place to strengthen social cohesion and prevent risk of conflict at national and local levels; (2) citizen participation in conflict mitigation and prevention; (3) gender and youth inclusion in peacebuilding and political stabilization; (4) intra-and-inter-party conflict prevention, resolution and management mechanisms; (5) role of media and civil society entities in political stabilization and peacebuilding; and, (6) enabling framework for stabilization and peace consolidation.

- The specific objectives of the thematic evaluation are the following: (i) to assess progress (what and how much) progress has been made toward advancing conflict prevention and political stabilization (including supporting and constraints); (ii) to assess whether the programme/project is the appropriate solution to the identified problem(s); (iii) to assess the relevance of and progress made in terms of the UNDP outputs and assess sustainability of results and benefits (including an analysis of both programme/project activities and soft/technical-assistance activities); (iv) to assess the alignment of the peacebuilding portfolio to national development priorities, UNDAF and UNDP's Strategy 2022 -2025; (v) evaluate the contribution that UNDP has made/is making to the progress towards the achievement of the thematic area (including an analysis of the partnership strategy); (vi) to reflect on how efficient the use of available resources has been; (vii) to document and provide feedback on lessons learned and best practices generated by the programmes during their implementation; (viii) to identify unintended results that emerged during implementation (beyond what had initially been planned for); (ix) to ascertain whether UNDP's partnership strategy has been appropriate and effective; (x) to provide feedback and recommendations for subsequent decision making and necessary steps that need to be taken by the national stakeholders to ensure sustainability of the programme's results; (xi) assess the level of gender mainstreaming and human rights based approach to programming and progress against gender equality and human rights expected results; and, (xii) identify possible areas of further engagement and potential intervention strategies. ting from the current UNDP governance portfolio, the evaluation will be forward looking and outline options for a most optimal future portfolio balance and structure in the next programming cycle.

Scope and Focus of the Thematic Evaluation

- The evaluation will look at UNDP's intervention in a holistic and comprehensive manner, including SWOT analysis of different approaches and programmes. The primary scope of evaluation will focus on the contributions made by the Governance and Peacebuilding

Programmes and Projects in advancing political stabilization and conflict prevention, while not excluding the contributions made by other units.

- The evaluation will be assessing how the programs mainstreamed the UN programming principles subscribed during the program elaboration phase with particular focus on Gender Equality and women empowerment (GEWE), human rights & capacity development. More specifically, the evaluation will focus on the following:
- Thematic status: Determine whether the theme (i.e. conflict prevention and political stabilization) has been achieved and, if not, whether there has been progress made towards its achievement, and identify the challenges to attainment of the thematic. Identify innovative approaches and capacities developed through UNDP assistance. Assess the relevance and adequacy of UNDP outputs to the theme. Evaluate if programme strategies and activities were relevant to achieve thematic results and what is their contribution to recorded thematic achievements. Identify changes in comprehension, practices, behaviours in relation to conflict prevention and political stabilization which could be attributed to programme activities and outputs.
- Underlying factors: Analyse the underlying factors beyond UNDP's control that influenced the thematic areas. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, potential financial constraints, the degree of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out. Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP and how it contributed to support programme activities? How did the partnership contribute to the achievement of the theme? What was the level of stakeholders' participation including of Ips, UN agencies and development partners? Examine the interagency UN collaboration and partnership among development partners in the relevant field.
- Lessons learnt: Identify lessons learnt and best practices and related innovative ideas, in relation to management and implementation of programme activities to achieve the thematic objectives. This will provide learning lessons about UNDP's contribution to the governance and peacebuilding thematic area. Identify cross -learning themes from the programme experimentation captured during programme activities implementation. Identify opportunities that could inform next programme design and programming.

The Evaluations Questions - The consultants will pay consideration to the following:

a) Relevance

- Relevance to the Country Programme Document (CPD 2019-2023)
- Extent to which UNDP support is relevant to Lesotho's Vision 2020 agenda, NSDP II, UNDAF 2019 - 2023

- How relevant is UNDP's support for different partners: national authorities of Lesotho, development partners, civil society, religious and church leaders, and the private sector?
- To what extent did the programme results contribute to the UNDAF and NSDP II results in the areas of peacebuilding?
- Were the strategies adopted and the inputs identified, realistic, appropriate, and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?
- Do the programmes continue to be relevant to the GoL priorities in conflict prevention and peacebuilding?

b) Effectiveness

- Extent of UNDP's effectiveness in producing results at the local levels and at the aggregate national level? Extent of UNDP support towards capacity development of partners, advocacy on governance issues and policy advisory services in Lesotho?
- Extent of the progress towards advancing political stabilization and conflict prevention?
- Assessment of UNDP's work on advocacy to scale up best practices and desired goals; UNDP's role and participation in national debate and ability to influence national policies?
- Extent of UNDP's contribution to human and institutional capacity building of implementing partners as a guarantee for sustainability beyond UNDP interventions?
- Was the scope of interventions realistic and adequate to achieve results?
- Assess the programmatic approach with other approaches used by UNDP and in the sector (e.g. policy advisory services, technical assistance)?
- Contributing factors and impediments to the achievement of the thematic through related supported project outputs?
- Assessment of the capacity and institutional arrangements for the implementation of the UNDP governance portfolio in view of UNDP support to the GoL and within the context of Delivering as One?
- Extent of UNDP partnership with civil society and private sector in promoting peacebuilding in Lesotho?
- Are programmes effective in responding to the needs of beneficiaries, and what are result achieved?
- Extent to which established coordination mechanisms enabled achievements of programme results and outputs?

b) Efficiency

- How much time, resources, capacities, and effort it takes to manage the programmes and, including the entire portfolio, and what were the gaps, if any? More specifically, how do UNDP policies, decisions, capabilities, practices, and constraints affect the performance of the programmes and the portfolio? Has UNDP's strategy in producing the programme outputs been efficient?
- Extent of M&E contribution to achieve the programme thematic and outputs' indicators
- Roles, engagement, and coordination among various stakeholders in the governance sector, One UN Programme in project implementation? Were there any overlaps and duplications?
- Extent of synergies among One UN programming and implementing partners?
- Synergies between national institutions for UNDP support in programming and implementation including between UNDP and development partners?
- Could a different approach have led to better results? What would be those approaches?
- Do the programmes' activities overlap or duplicate interventions?

d) Sustainability

- Extent to which UNDP established mechanisms ensure sustainability of the conflict prevention and peacebuilding interventions?
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the thematic area?
- Provide preliminary recommendations on how the governance and peacebuilding portfolio can most effectively support appropriate central authorities, local communities and civil society in improving service delivery in a long-term perspective?
- Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners in Lesotho?
- Assess how governance and peacebuilding studies and available data are used to build the sustainability of the programmes?
- What is the likelihood of continuation and sustainability of the programmes and benefits after the completion of the current program cycle?
- What are the main lessons that have emerged from each programme implementation?

- The consultant is expected to add and refine these questions in consultation with key stakeholders, and as part of the development of the evaluation methodology. Based on the above analysis, provide overall and specific recommendations on how UNDP Lesotho Country Office should adjust and orient its programming, partnership arrangements, resource mobilization strategies, monitoring and evaluation strategies, working methods, approaches and/or management structures and capacities to ensure that the governance and peacebuilding portfolio fully achieves its thematic by the end of the UNDP period and beyond.

Methodology –

- An evaluation approach is indicated below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must also be approved by UNDP before being applied by the evaluation team. The Thematic evaluation will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAG Principles. The evaluation must provide evidence-based information that is credible, reliable, and useful and must be easily understood by programme partners. Data will be mainly collected from the existing information sources through a comprehensive desk review that will include the analysis of relevant documents, information, data/statistics, interviews/focused group discussions with partners/stakeholders and triangulation of different studies. The key documents to be considered during the desk review are mentioned in Annex under List of Recommended documents.

The in-depth desk review will be followed by:

- Interviews with all key partners and stakeholders
- Questionnaires where appropriate
- Field Visits to selected project sites and partner institutions, considering the geographic location of the participants' beneficiaries and their involvement in the assessment of programmes results.
- Participatory observation, focus group discussions, rapid appraisal techniques
- Validation workshop including all stakeholders (partners and selected beneficiaries who participated in the programmes)
- The evaluation will include a wide participation through interviews, discussions, and consultations of all relevant stakeholders including the UN, the GoL institutions, CSOs as well as development partners, private sector representatives, and beneficiaries. Briefing and debriefing sessions with UN and the Government officials, and potentially development

partners, are envisaged. Data collected should be disaggregated (by sex, age and location) where possible. Data should especially examine the programmes impact in terms of creating equal opportunities for women and men or addressing gender equality and women's empowerment issues. A design matrix approach relating objectives and/or thematic to indicators, study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information often ensure adequate attention is given to all study objectives. The formulated recommendations should be solution-oriented and as specific as possible.

The evaluation ratings to be used are:

- HS - Highly Satisfactory
- S - Satisfactory
- U - Unsatisfactory
- HU - Highly Unsatisfactory
- NA - Not applicable

UNDP is looking for experienced local consultant to carry out Thematic Evaluation On Role of UNDP In Conflict Prevention And Political Stabilization In Lesotho.

The applications should be sent by e-mail to ls.procurement@undp.org, with the reference: Thematic Evaluation On Role of Role of UNDP In Conflict Prevention And Political Stabilization In Lesotho.

Detailed terms of refence and application guidance may be accessed on this link:

3.0 Expected Outputs and Deliverables

The schedule of outputs is expected to be as follows:

Expected Output	Duration	Target Dates	Responsible for review
1. Inception Report: The inception report which details the evaluator's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, key informants, data sources and data collection and analysis tools for each data source, and the	5	March 1	UNDP

measurements by which each question will be evaluated.			
2. Draft Political Stabilization and Conflict Prevention Thematic Evaluation Report to be put forward during pre-validation workshop (30 -50 pages). The report will be reviewed by all stakeholders to ensure that the evaluation meet quality criteria.	7	March 7	Ministry of Development Planning
3. Final Political Stabilization and Conflict Prevention Thematic Evaluation Report, integrating feedback voiced during pre-validation workshop should be submitted 10 days after receiving the draft report. The deliverables will be drafted in English.	8	March 14	UNDP
	22 days		

4.0 Institutional Arrangements

- The expert is responsible to the UNDP Governance Unit and will work under the direct supervision of GPU Staff for consultations on delivering the expected outputs.
- The Consultant will prepare reports and submit reports by email. At least 5 days lead time must be allowed for review and feedback on submitted content.
- Both in person and virtual tools may be used for stakeholder engagement and collection of information, ensuring compliance to the COVID-19 regulations
- Payments will be processed based on approved and certified milestones
- The consultant should have his / her own computer, access to internet and other logistical arrangements as necessary to complete the assignment.

5.0 Duration of the Work and Duty Station

The assignment will require 22 working days. The implementation of the assignment is expected to take place during the month of March.

Qualifications:

Education:

- At least a master's degree in International Economics/ International Relations/ Development Studies or other relevant university degree

Language:

- Excellent written and spoken English

Professional Experience:**Specific Qualifications**

- Have strong communication and writing skills in English.
- Hold a master's degree in political science, law, international development, gender studies or other related areas and at least 5 years' experience in evaluation/research.
- Extensive expertise, knowledge, and experience in the field of governance and peacebuilding, inclusive participation, access to justice, human rights promotion, conflict prevention and peace building and support to democratic governance initiatives with focus on citizen participation and empowerment, media development and elections.
- Have extensive experience of programme formulation, monitoring and evaluation.
- Have experience in evaluating similar programmes.
- Have good experience working with UN agencies will be an added advantage.
- Experience in the application and implementation of gender-sensitive programmes as well as human rights-based approaches will be an added advantage.
- Have a strong understanding of the development and peacebuilding context in Lesotho and preferably understanding of the strategic political and conflict issues within the Lesotho context.
- Have a good understanding of the Sesotho would be an asset

6.0 Scope of Bid Price and Schedule of Payments

The financial proposal should be presented as a Lump Sum Amount – representative of payments closely linked to deliverables.

- The lump sum amount must be “all-inclusive”; and provide a breakdown consistent to the project deliverables
- The contract price is fixed regardless of changes in the cost of components

Payments will be scheduled as follows:

Deliverables / Outputs	% Payment	Due Date	Review and Approvals Required
1. Inception Report	5	March	UNDP
2. Draft Evaluation document	35	March	UNDP
3. Final Reports with Implementation Frameworks	50	March	UNDP

4. Framework Partnership agreements	10	March	UNDP
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7.0 Recommended Presentation of Proposal

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- **Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.
- Sample report or research paper.

8.0 Criteria for Selection of the Best Offer

A successful Consultants 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%. The criteria for scoring will be guided by the following:

Criteria for technical evaluation	Ranking
Academic Qualification	20%
Professional Experience as outlined in section 6.0 above	30%
Quality of previous work – presentation and English writing skills (Sample report of previous work)	15%
Methodology and Technical Proposal	35%
Total	100%

10.0 Annexes to the TOR

- Letter of confirmation interest and availability template
- P11 template

11.0 Submissions

Interested offerors may submit their applications to:

REF: Thematic Evaluation On Role of Role of UNDP In Conflict Prevention And Political Stabilization In Lesotho.

Ms Betty Wabunoha

UNDP Resident Representative

Electronic submissions must be sent to: ls.procurement@undp.org.

12.0 Approval

This TOR is approved by:

Name: Ms Nessie Golakai
Deputy Resident Representative

Signature: _____

DocuSigned by:
Nessie Golakai
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07-Feb-2022

Date of signing: _____