

# TERMS OF REFERENCE FOR THE RECRUITMENT OF AN INTERNATIONAL CONSULTANT TO DEVELOP A CAPACITY BUILDING PLAN FOR LCBC

008/TCD/03/2020/IC

Date: 5 March 2020

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Country: Chad

**Project:** : Improving the Management of the Lake Chad Basin

**Job Title** : **Recruitment of an International Consultant to develop a Capacity Building Plan for LCBC**

**Duration:** 45 effective working days spread over a total of not more than 3 months

**Duty Station:** N'Djamena (with trips to 2 LCBC member states)

**Contract Type:** Individual contract

**Target mission start date:** *13 April 2020*

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The complete Terms of Reference (TOR) can be downloaded from the following website <http://procurement-notice.undp.org/search.cfm>. In the “country office” box, indicate “CHAD”.

Interested consultants are hereby invited to submit their proposals (technical and financial) by e-mail in separate files via the email [procurement.td@undp.org](mailto:procurement.td@undp.org) no later than Thursday, 26 March 2020 at 12 noon prompt, N'Djamena time, indicating the reference **No. 008/TCD/03/2020/IC** (if this reference is not indicated in the subject of your e-mail, your offer shall not be considered).

Any request for further information shall be sent in writing or by email to the following address: [faq.td@undp.org](mailto:faq.td@undp.org). The competent unit will reply in writing or by e-mail, and will send to all bidders copies of the written replies with all the necessary clarifications without mentioning the author of the question.

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## I. Background and Justification

Lake Chad is the fourth largest lake in Africa (in terms of surface area), behind Lakes Victoria, Tanganyika and Nyasa. Located in the eastern Sahel region, on the southern edge of the Sahara Desert, the Lake and its basin are a vast freshwater resource shared by Cameroon, Niger, Nigeria, Chad, Central African Republic and Libya. Lake Chad is made up of two basins, north and south, separated by a shallow middle part, known as the “Great Barrier”. The Chari River is the main tributary of the southern basin. The rest of the water in the Lake comes from rainfall and small tributaries, such as the Komadougou Yobe River in the north west and the El Beïd River in the south. During wet periods, the water level of the Lake is high enough to submerge the Great Barrier. In dry periods, it drops, allowing the “Great Barrier” to emerge, which separates the two basins whose levels vary independently. When it is no longer fed by the excess water from the

southern basin, the northern basin can dry up completely. The landscape of Lake Chad by its variability goes from a quasi-inland sea to a gigantic swampy area.

The Lake offers to the 47 million people living in its basin with various environmental services, such as supply (food and water), support (land and nutrient cycling), regulation (groundwater replenishment, carbon sequestration, air purification) and culture (recreation, spirituality, education). It provides supply and support services through economic diversification (cultivation of sorghum and hydrophilic millet varieties, seasonal hunting and fishing, extensive livestock farming, etc.).

The Lake Chad Basin Commission (LCBC) was established in May 1964 with the mandate to coordinate and promote regional cooperation for the equitable and sustainable management of the Lake Chad Basin, the preservation and protection of its ecosystems and the promotion of peace and security in the region.

During the period 1990-2012, LCBC initiated, with the support of external donors, a reform process aimed at realigning the national policies of member states with regional policy. The initial phase of this process involved working with the riparian countries to define a common vision (Lake Chad Vision 2025), develop a regional strategy (**Lake Chad Basin Strategic Action Programme**) and adopt common water management principles (**Lake Chad Basin Water Charter**).

In 2008, thanks to the support of a UNDP-GEF project, a Transboundary Diagnostic Analysis (TDA) drew up a list of interdependent transboundary problems to be solved in the Lake Chad Basin and allowed the development of a Strategic Action Programme (SAP).

The adoption of the Water Charter in 2012 by the Summit of Heads of States committed the countries of the Lake Chad Basin to adopt a set of harmonized laws and policies to protect the water and natural resources of the basin. Ratified by four of the six member countries, the Water Charter should come into force in the coming months.

In order to support the implementation of the Water Charter through the SAP, in the same year, a 1<sup>st</sup> structural and organizational reform of the Executive Secretariat of LCBC was undertaken from 2008 to 2011, the implementation of which did not have the expected effects. Then, a second similar reform initiated from 2015 resulted in the identification of new positions and various recruitments.

In May 2017, in order to support the survival of Lake Chad and its rich biodiversity by taking into account emerging challenges (climate change, insecurity...), the GEF Executive Secretariat approved the regional project titled “Improving the management of Lake Chad by strengthening resilience to climate change and reducing ecosystem stress through the implementation of the Lake Chad Basin Strategic Action Programme (SAP)”. The overall objective is to achieve climate resilient, integrated ecosystem-based management of Lake Chad Basin through implementation of agreed policy, legal and institutional reforms and investments that improve water quality and quantity, protect biodiversity, and sustain livelihoods.

In recent decades, under the growing influence of environmental and climate change and inappropriate practices, and anthropic activities, the Lake shrunk from 25,000 to 2,500 km<sup>2</sup> (or more than 90 per cent), with a marked impact on the quantity and quality of water resources, related ecosystems, economic activities and food security in the basin, endangering the lives of more than 47 million people who live there and derive most of their livelihood from activities such as fishing, agriculture and livestock.

This ecosystem degradation is due not only to natural phenomena but also to unsustainable exploitation policies of the basin's resources, including the limited capacity of LCBC to ensure effective coordination of interventions for sustainable management.

Faced with this changing context and issues, LCBC is faced with even greater challenges and a diversification of its interventions and a multiplicity of stakeholders in Lake Chad.

In terms of human resources, the technical staff employed by the Executive Secretariat of LCBC are essentially from the member states. The constraint from the point of view of quantity remains severe and difficult to resolve insofar as the budgets are still insufficient. However, the quality of human resources can be improved through well-targeted and well thought-out training and capacity building efforts.

As such, it will be necessary to equip the Executive Secretariat of LCBC so that it cannot only support more effectively the implementation of the Water Charter but also meet the growing expectations of the member states and the riparian populations.

As part of the project “Improving the management of Lake Chad by strengthening resilience to climate change and reducing ecosystem stress through the implementation of the Lake Chad Basin Strategic Action Programme (SAP)”, UNDP is seeking an individual Senior International Consultant to develop a capacity building plan for the Executive Secretariat of LCBC.

## **II. Objectives**

The overall objective of this service is to develop a capacity building plan for LCBC to carry out its missions.

The specific objectives include:

- Establishing a diagnosis of current capacities in terms of structure, organization, equipment and staff;
- To develop a capacity building plan (technical, operational and managerial) based on the above diagnosis.

## **III. Scope of the mission**

The consultant's task will be to draw on the lessons learned from the various reforms undertaken and previous studies (TDA) by LCBC to define the strategic, organisational and operational outlines of the mechanism to be put in place, with a view to improving LCBC's performance in the implementation of its mandate.

Under the joint supervision of the Director Technical of LCBC and the Regional Coordinator, the consultant's mission will be as follows:

1. Establishing a diagnosis of current capacities in terms of structure, organization, equipment and staff of LCBC; The diagnosis should specifically address the following points:

*Structural: This refers to the legislative and regulatory framework, the statutes and rules in force at the Executive Secretariat of LCBC and the functional environment of the organization.*

*Organisational: mandate, missions, strategy, organisational structure, processes, procedures, management and operating systems in force (including evaluation*

*procedures, career plan), coordination of the interventions of the various donors, projects and programmes, work tools (equipment, infrastructure, vehicles); Operational: profile and level of staff, knowledge, skills, aptitudes, performance, experience, etc.*

2. Establish the capacity building needs (material, technical, and training) necessary to enable LCBC to achieve its missions:
  - The material capacity building plan aims to address the inadequacies in material equipment noted in the diagnostic analysis. It should include details of equipment and its estimated costs and a proposed procurement schedule according to priorities;
  - The technical capacity building plan refers to additional technical staff support (consultants or staff) to assist in the efficient and effective implementation of LCBC activities. It should define the profiles of the additional staff, the duration of intervention and the estimated costs;
  - The Training Plan addresses the managerial level of LCBC, the level of LCBC Experts, Focal Points and Sectoral Focal Points in member countries as well as the level of support staff. It should identify training opportunities (institutes or short-term training centres), types of training (individual or group) and training locations (at LCBC Headquarters and/or abroad). Training costs should also be indicated. It should also highlight the contribution and interventions of the various donors, projects and programmes within LCBC that have a capacity building component.

A workshop to validate the deliverables will be organized at LCBC. This workshop will be facilitated by the Consultant.

#### **IV. Expected Outcomes**

1. A report (English or French with a general summary in the second language in two (2) hard copies each and an electronic version on a USB key) on the institutional, organizational and capacity assessment diagnosis of LCBC;
2. A plan (English or French in two (2) hard copies each and an electronic version in a USB key) for capacity building of LCBC”.

#### **V. Profile and qualifications of the Consultant**

##### **A. Competencies required of the consultant**

1. Excellent interpersonal and communication skills;
2. Excellent analytical, transboundary problem solving and writing/writing skills;
3. Strong client and service orientation and proven flexibility;
4. Strong sensitivity to cross-cutting issues (gender, vulnerable populations etc.).
5. Ability to work independently in an environment;
6. Ability to accept input and receive guidance from multiple sources and create the synthesis necessary to achieve concrete results;
7. Attention to detail and ability to work under pressure and meet deadlines; and

8. Have the capacity to ensure ownership of several issues and produce measurable and consistent results.

## **B. Education and experience**

### Education:

The successful candidate must hold at least a Master's degree in educational engineering, political science, sociology, law, public administration, economics or humanities, business organisation or other relevant disciplines.

### Experiences:

The candidate, a specialist in capacity building, skills management and organizational and institutional auditing, should have:

1. General experience of at least 10 years in the field of capacity building, training plan formulation, or skills management;
2. Experience in team and workshop facilitation;
3. Proven experience in capacity building plan development (At least 5 experiences);
4. Proven experience in conducting institutional and organizational diagnosis (at least 3 experiences);
5. Proven experience in report design/writing;
6. Professional experience in dealing with donors and civil society organizations will be considered an asset.
7. Mastery of information technology;
8. Fluency in French and English (spoken and written); Fluency in English and French (spoken and written)
9. Experience of working with LCBC, GEF or the UN system.

## **VI. DELIVERABLES**

The consultant shall ensure that the following deliverables are produced and delivered on time and in accordance with the review and validation procedures specified below:

- Deliverable 1: Inception report of the mission integrating the comments and guidelines brought by the Project Coordination on the work plan proposed by the consultant.

This report is due at the latest 2 (two) effective working days after the scoping meeting of the mission by the Project Coordination with the consultant.

It shall be reviewed and validated by the Project Coordinator who shall, if necessary, submit his comments to the Consultant.

- Deliverable 2: Interim report of the mission (Containing a draft report of the institutional, organizational and capacity assessment diagnosis of the LCBC and a draft of the capacity building plan).

This report is due no later than 30 effective working days from the start date of the mission.

The Project Coordination in collaboration with the LCBC shall have 5 days from the date of receipt to review and validate the report.

In case of comments, the Project Co-ordination in collaboration with the LCBC shall return its observations to the Consultant who has 5 working days to integrate the comments including the shortcomings.

- **Deliverable 3: Final report** (The final version of the report of the institutional, organizational and capacity assessment diagnosis of the LCBC and a draft of the capacity building plan)

This report is due no later than 40 effective working days from the start date of the mission.

- The Project Coordination has 5 days from the date of receipt to review and validate the report.
- In case of comments, the Project Coordination shall return its observations to the Consultant who has 5 working days to integrate the comments including the shortcomings.

All deliverables are to be provided in electronic form (Microsoft Word document with PowerPoint summaries), the validated Capacity Building Plan is provided in PDF format and 2 hard copies.

## **VII. DOCUMENTS TO BE INCLUDED IN THE PRESENTATION OF PROPOSALS**

Interested candidates should send a submission package including the following documents:

1. A technical proposal justifying their qualification to deliver, in a satisfactory and timely manner, high quality services at the end of the requested consultancy, a proposal for a succinct methodology explaining the approach and the manner in which the consultancy will be carried out, and a work plan including the various deliverables to be carried out under the various instalments of the payments;
2. Curriculum Vitae establishing the required level of education and experience in the fields of study or similar and a minimum of three (3) references (email address, telephone, position, city/country and organization).
3. A financial proposal.

In order to facilitate the comparison of financial offers, the offer should give details of the overall lump sum (travel expenses, daily allowances, working days, etc.).

## **VIII. EVALUATION**

The evaluation of bids shall take place in two stages. The evaluation of the technical proposals and the evaluation of the financial proposals.

In the first part the technical proposals are opened and evaluated. In the second part, the financial offers of those applicant whose technical proposals are deemed technically qualified are opened and evaluated.

The evaluation of the financial proposals shall be carried out in accordance with the following formula:

Financial Score A = [(Lowest Financial Proposal) / Financial Proposals of A] x 30

The contract will be awarded to the candidates using the combined method, i.e. to the bid with the highest combined score (Weighted Technical + Financial) and which accepts the UNDP General Conditions.

### **9.1 Technical proposals**

Technical proposals are evaluated on the basis of the competence and qualification criteria defined in the terms of reference.

Technical proposals will be considered technically qualified if they obtain 70% of the maximum score of 100 points; this technical score will be weighted at 70%.

## 9.2 Financial proposals

The candidate shall make his/her financial proposal in accordance with the model set out below in the same format for the purpose of comparing tenders.

Only the financial offers of technically qualified candidates will be evaluated.

*Sample financial offer presentation:*

Description	Unit	Rate	Number/quantity	Amounts
Fees	Person/day			
Return airfare to place of residence and back to N'Djamena and 2 other LCBC member states				
Other incidental travel expenses: visa and taxi fares to and from city of residence and N'Djamena				
Car rental in the city	Day			
Car rental for field mission	Day			
Communication costs (telephone and internet)	Monthly package			
Other fees if any, to be specified	Define			

In carrying out the missions expected under the terms of these ToRs, the only facilities that UNDP will be able to grant to the consultants is the use of its premises and travel costs in the other Lake Chad Basin Commission states. All other costs, including those of transport in town and, if necessary, in the field, shall be borne by the consultant and shall form part of its costs.

Payments will be made as follows:

Tranche	Terms of payment	Amount
Tranche 1	7 calendar days from the signature of the contract	Total cost of the airfare and travel expenses, 30 days of living expenses and 1/3 of other professional expenses up to a limit of 20% of the total amount of the contract.
Tranche 2	Validation of deliverables 1 and 2 by Project Coordination	40% of the total contract amount
Tranche 3	Validation of the Final Document and all related workshops by the Project Coordination.	Contract balance

*Incomplete bids will be rejected*

## A. Evaluation criteria of candidates:

The selection will be made on the basis of the evaluation criteria of a technical offer (70%) and a financial offer (30%).

The technical offer will be evaluated on the basis of the following criteria out of 100 as follows:

<b>Criteria</b>	<b>Score/100</b>
Master's Degree	10
General experience in the field of capacity building, training plan formulation, or, skills management (At least 10 years)	30
At least 5 missions to develop a capacity building plan (4 points per experience)	20
At least 3 missions of institutional and organizational diagnosis (5 points per experience)	15
Experience in supporting structures/organisations at regional and international levels and in writing high quality consultancy reports (at least 5 years);	15
Good knowledge of the context of the Lake Chad Basin and LCBC	10

Female candidates are strongly encouraged to apply