

United Nations Development Programme



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TERMS OF REFERENCE FOR INTERNATIONAL HUMAN RESOURCE CONSULTANCY FIRM

Location: Maseru
Application Deadline: 17 April 2020 (Midnight New York, USA)
Type of Contract: Contract Companies
Post Level: International
Languages Required: English
Starting Date: 10-May-2020
Duration of Initial Contract: 1 May - 1 June 2020 (*Actual dates to be determined*)
Expected Duration of Assignment: Up to 14 days (*Realistic duration to be determined*)

A. Background

Since 2018, UNDP in partnership with the Government of Lesotho, the Southern African Development Community and other partners, with funding from the UN Peacebuilding Fund have been implementing the Lesotho National Dialogue and Stabilisation Project (LNDSP). The LNDSP is in response to Lesotho's cyclic political instability and a first step towards the implementation of comprehensive national reforms aimed at long-term stability and sustained peace and development. The Project was designed to achieve national consensus and trust building through multi-level dialogue on reforms, stabilize the security sector and effectively communicate the reforms process with gender mainstreamed in the entire process. Through this support, the multi-stakeholder national dialogue process was successfully completed in November 2019 resulting in the generation of a national consensus and agreement on reforms content as well as options for implementation. The process also initiated fundamental steps towards professionalizing the security sector and has catalysed adequate Development Partner support for implementation of the agreed reforms.

A key outcome of the dialogue process was the creation of a legal framework to safeguard the reforms implementation process and insulate it from possible interference by enacting the National Reforms Authority Act (NRA), 2019. The Act provides for the "*establishment of the National Reforms Authority; management, coordination and leadership of the reforms process in the implementation of the resolutions and decisions of the Multi-Stakeholder National Dialogue Plenary II for the promotion of stakeholder consensus and national stability, unity and reconciliation*".

The NRA Act 2019 seeks to inter alia; a) establish the NRA as a successor to the National Dialogue Planning Committee; b) safeguard the national reforms; c) promote stakeholder consensus on national reforms and long-term stability, unity and reconciliation; effective and efficient management, coordination, oversight and strategic leadership in the national reforms process and; expedite national transformation of Lesotho through an independent, transparent and accountable structures of law reform process in the implementation of the resolutions and decisions of Plenary II. The NRA is composed of broad representation from all registered political parties, Government, civil society, faith-based organisations, academia, business and labour movements, women groups, youth and special interest groups. In compliance with the

provisions of the Act, a 59-member National Reforms Authority was inaugurated on 6th February 2020 and thereafter inducted on their roles and responsibilities.

The Authority is independent, transparent and accountable to both Houses of Parliament with its decisions being final and binding on all parties represented. To ensure effective and efficient discharge of its functions the Act provides for the establishment of the NRA Secretariat composed of the Chief Executive Officer, the Deputy Chief Executive Officer, seven thematic experts and other staff as may be necessary.

Pursuant to the provisions of Part II Section 13; 14 and 15 of the NRA Act, 2019, Government through the Ministry of Law, Constitutional Affairs and Human Rights in consultation with the NRA has requested UNDP for technical assistance in the setting up the NRA Secretariat. UNDP – Lesotho on behalf of the Government of Lesotho in full consultation with NRA is therefore, seeking to recruit an International Human Resources Consultancy Firm to support the NRA in developing a framework for operationalisation of its Secretariat.

B. The Objectives of the Assignment

The objective of the assignment is to provide technical support the NRA in developing a framework for establishment and operationalisation of its Secretariat in line with the provisions of Part II Section 13; 14 and 15 of the NRA Act, 2019.

C. The Scope of the Assignment

The International Human Resources Consultancy Firm working with the relevant committee of the NRA shall provide technical assistance to the Ministry of Law, Constitutional Affairs and Human Rights and NRA to accomplish the following broad terms:

- i) Review the NRA Act, 2019 and proposes an organisational structure of the NRA Secretariat including staffing configurations, administrative guidelines and, remuneration structure consistent with the Public Finance Management regulations;
- ii) Elaborate on the Terms of Reference for the Secretariat and develop the Job Descriptions as well as person specifications for the senior management, technical and operational staff of the NRA Secretariat.
- iii) Develop recruitment guidelines, propose selection procedures, and lead the executive selection for the senior management for the NRA Secretariat.
- iv) Develop the performance measurement system and methods as well as the reporting framework for the NRA Secretariat and;
- v) Facilitate the induction of NRA management, technical and operational staff with joint sessions involving NRA Members including clarifying roles and responsibilities.

D. Expected Outputs and Deliverables

Based on the criterion of the tasks associated with this Terms of Reference Consultancy Firm will be responsible for the following deliverables:

- Deliverable 1: - Interpretation of Terms of Reference and an Inception Report produced;
- Deliverable 2: - Organisational structure of the NRA Secretariat, staffing configurations, administrative guidelines and, remuneration structure produced;

- Deliverable 3: - Terms of Reference, Job Descriptions and person specifications for the senior management, technical and operational staff of the NRA Secretariat developed;
- Deliverable 4: Recruitment guidelines and selection procedures developed and approve;
- Deliverable 5: Executive selection of the senior management and thematic technical experts for the NRA Secretariat completed;
- Deliverable 6: Performance measurement system and reporting framework for the NRA Secretariat developed and;
- Deliverable 7: - Induction training for NRA management and thematic technical experts with NRA Members conducted.

Table 1: Deliverables estimated duration, target date and approvals¹

Deliverables	Estimated CONCURRENT duration to complete	Targeted Date	Due	Approvals and Reviews Required
1. Inception Report containing – a) Interpretations of Terms of Reference; b) Methodology; c) Workplan and Milestones; d) Budget.	5 days/partly homebased	10 May 2020		Ministry of Law, Constitutional Affairs and Human Rights; NRA
2. Organisational structure of the NRA Secretariat, staffing configurations, administrative guidelines and, remuneration structure produced. 3. Terms of Reference, Job Descriptions and person specifications for the senior management, technical and operational staff of the NRA Secretariat developed.	10 working	15 May 2020		Ministry of Law, Constitutional Affairs and Human Rights; NRA UNDP
4. Deliverable 4: Recruitment guidelines and selection procedures developed and approve. 5. Executive selection of the senior management and thematic technical experts for the NRA Secretariat completed.	10 working days	25 May 2020		Ministry of Law, Constitutional Affairs and Human Rights; NRA
6. Performance measurement system and reporting framework for the NRA Secretariat developed.	5 working days	1 June 2020		Ministry of Law, Constitutional Affairs and

7. Induction training for NRA management, technical and operational staff with NRA Members conducted. 8. Submission of Exit Report			Human Rights; NRA
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E. Institutional Arrangement

- The International Consultancy Firm shall be engaged and contracted by Government of Lesotho with UNDP resources and becomes directly responsible and accountable to the Chairperson of NRA and Principal Secretary, Ministry of Law, Constitutional Affairs and Human Rights including on approval and acceptability of deliverables.
- The Chairperson of NRA and Principal Secretary, Ministry of Law, Constitutional Affairs and Human Rights shall be the focal point for the assignment. The Firm shall work closely with NRA Members who have the responsibility of supporting the design and quality assurance in the implementation of the assignment.
- The Principal Secretary, Ministry of Law, Constitutional Affairs and Human Rights, will facilitate access to internet and office space as necessary and provide all the logistical support related to the assignment.
- The Firm will prepare and submit reports to Chairperson of NRA for technical review on the first instance each deliverable as necessary. A minimum period of 2 days must be allowed for review and feedback on submitted reports.
- Payment will be made on approved of final reports **certified as acceptable** by Chairperson of NRA and Principal Secretary, Ministry of Law, Constitutional Affairs and Human Rights.
- The Firm is expected to engage where relevant, with members of the NRA, inclusive of various institutions, government and development partners to ensure participation of all relevant stakeholders in this regard.

F. Duration of the Assignment and Duty Station

Given the scope of the work required, the Contract of 14 days is offered on a retainer basis over a period not exceeding one months.

G. Language

- Excellent English communication skills – oral and written; some of team’s members shall need fluency in Sesotho.

H. Qualifications and Experience

Education

- The Lead Consultant/Team Leader of the Consultancy Firm must possess at least a recognized Master’s degree, PhD preferred, with equivalent experience in Human Resource Management, Organisational Development, Public Administration, Labour Studies or other closely related field.
- Team Members must possess at least a recognized Master’s degree, PhD preferred, with equivalent experience in Law, Public Finance, Education, Organisational Development, Public Administration, Labour Studies or other closely related field.

Special Skills and Experience

In addition, the Firm must possess over ten years:

- Experience in overseeing the development and implementation of the human resources policies, procedures and practices including the development of job description for civil servants and/or private sector employees;

- Demonstrated hands on experience in human resource management, performance management and/or developing competency frameworks;
- Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and procedures;
- Contribution in developing policy papers geared towards a multi-stakeholder audience, i.e. government and civil society on human resource management;
- Experience in the civil service restructuring is highly desirable;
- Experience in operationalising multi-stakeholder secretariats or organisational re-engineering is essential and;
- Experience in undertaking developmental assignments in Lesotho is a plus.

1. Scope of the Price and Schedule of Payments

Table 2. Payment Schedule

Deliverables	Estimated concurrent duration to complete	Targeted Due Date	% of lump sum to be paid
1. Inception Report containing – a) Interpretations of Terms of Reference; b) Methodology; c) Workplan and Milestones; d) Budget.	5 days/partly homebased	10 May 2020	15
2. Organisational structure of the NRA Secretariat, staffing configurations, administrative guidelines and, remuneration structure produced. 3. Terms of Reference, Job Descriptions and person specifications for the senior management, technical and operational staff of the NRA Secretariat developed.	10 working	15 May 2020	30
4. Deliverable 4: Recruitment guidelines and selection procedures developed and approve. 5. Executive selection of the senior management for the NRA Secretariat completed.	10 working days	25 May 2020	30
6. Performance measurement system and reporting framework for the NRA Secretariat developed. 7. Induction training for NRA management, technical and operational staff with NRA Members conducted. 8. Submission of Exit Report	5 working days	1 June 2020	25
TOTAL	100	1- May – 1 June 2020	100%

J. Recommended Presentation of Proposal

Interested international consultancy firms/institutions should submit their applications using the specified templates and include the following:

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

K. Criteria for Selecting the Best Offer

A successful consulting firm will be selected on the combined Scoring Methods- where the qualifications and methodology will be weighed a max. of 70% and combined with the price offer which will be weighted a max. of 30% broken down as follows:

1. Technical Proposal (70%)
 - Expertise of the institution 10%
 - Proposed Methodology 50%
 - Personnel 40%
2. Financial Proposal (30%), to be computed as a ratio of the lowest price among the technically qualified proposals.

L. Annexes to the TOR

1. RFP template document
2. Template for technical and financial proposals
3. General Terms and Conditions of services

PROPOSAL WITH THE REQUIREMENTS LISTED ABOVE TO BE SUBMITTED TO:

United Nations Development Programme
The Resident Representative,
REF: International Communications Consultant
United Nations Road
3rd Floor UN House
P.O. Box 301
MASERU, LESOTHO
Tel: +266-2222-8127/+266-2222-8106
Email: ls.procurement@undp.org

M. Approval

Approved by:

Name: Christy Ahenkora

Designation: Deputy Resident Representative

Signature: 

Date: 10 March, 2020